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Innovation & Technology



A body of the European Union

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2025 – 2027

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Executive Summary

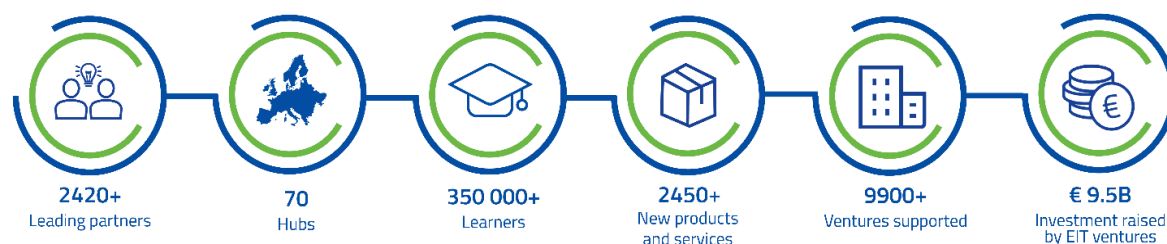
The **European Institute of Innovation and Technology (EIT)** was established in 2008 as an independent EU body with the mission to facilitate technological innovation to foster Europe's global competitiveness. Today, the EIT is Europe's largest innovation ecosystem, connecting and empowering the continent's knowledge triangle – business, education, and research – and continuously delivers innovative products and services that help to solve societal challenges.

The EIT makes innovation happen by bringing this knowledge triangle together in pan-European partnerships, which over time have the objective to become financially sustainable without EU funding through a unique innovation model. According to the Biennial monitoring report 2024 on partnerships in Horizon Europe EIT, KICs have one of the highest leverage effects among partnerships in Horizon Europe – every EUR 1 of the EIT financing generates up to EUR 8 in private funding and additional investments. The EIT's Knowledge and Innovation Communities (KICs) work in areas that are of critical concern for the citizens of the EU: climate change, digitisation, sustainable energy, health, raw materials, food, manufacturing, urban mobility as well as culture and creativity. The EIT contributes to Europe's commitment to the UN's Sustainable Development Goals (SDGs), the overarching objectives of Horizon Europe, the EU's programme for research and innovation, and to the priorities and needs outlined in Horizon Europe Strategic Plan 2025-2027. That means the EIT makes a key contribution to Europe's foremost priorities such as the green and digital 'twin transitions', enhanced competitiveness and resilience, and works to channel inclusive and ethical social and technological innovations to areas where they can advance society and benefit citizens. The EIT's first three KICs (EIT InnoEnergy, EIT Digital and EIT Climate-KIC) concluded their 15-year cycle in 2024. Following a positive independent assessment and opinion by the EIT Member States Representative Group, the EIT has signed a Memorandum of Co-operation with the three KICs.



Furthermore, the European Commission's July 2022 *New European Innovation Agenda* that seeks to position Europe at the forefront of the new wave of deep tech innovation and start-up creation, marks the EIT as critical to ensuring the Agenda's success. The EIT is currently contributing through initiatives such as the EIT Deep Tech Talent Initiative, Regional Innovation Valleys, Innovation Internships, and Women Entrepreneurship and Leadership schemes. These initiatives, which are also aligned with the strategic orientations of Horizon Europe Strategic Plan 2025-2027, will complement and further enhance the EIT's impact under Horizon Europe, with its Strategic Innovation Agenda adopted in May 2021. Not only in relation to the New European Innovation Agenda, the EIT has proven that it can be fast and flexible in reacting to new challenges or opportunities for innovations. It has also done so during the Covid-19 pandemic, the war in Ukraine, or through its EIT Community actions in areas such as Artificial Intelligence or the New European Bauhaus.

Here are our results in 2022-2023:



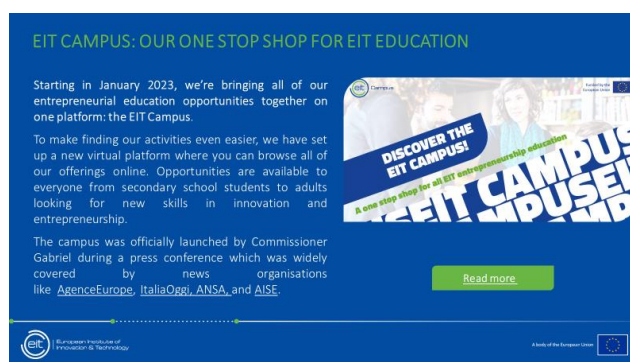
Building on these strong results, the EIT's plans and activities for 2025 are:

1. Increasing the impact of KICs and knowledge triangle integration

The EIT will continue to enhance its role as a smart investor in innovation by refining and implementing its strategic planning and performance evaluation framework, ensuring the supervision and monitoring of the KICs, and increasingly focusing attention on their financial sustainability and their gradual transition towards financial independence from the EIT. The EIT will facilitate shared services towards the KICs. It will also promote the exchange of past experiences and best practices between KICs and foster greater cross-KIC collaboration (also known as "EIT Community activities") on both thematic and horizontal topics (such as the reinforcement of the EIT Label). The EIT will also enhance a collaboration framework for the post-year 15 cooperation with the first wave KICs to further elevate the impact of the EIT Community. The EIT will continue to equip innovation actors with the required skills. It will explore new ways to re-skill and up-skill the workforce of industries of the future and grow the talent pool for Europe's scale-ups and unicorns. The EIT plans to select a new EIT Community – EIT Water.

2. Supporting the innovation and entrepreneurship capacity of higher education

The EIT will implement activities through the KICs in an open and targeted way to increase the innovation and entrepreneurship capacity of higher education. This will require integrating a wider number of Higher Education Institutions (HEIs) into innovation value chains and ecosystems. These activities will complement the KICs' current knowledge triangle integration activities by making them more accessible to non-partners of the KICs. The specific details of the implementation and delivery mechanism process were developed and fine-tuned in 2021-2023 and following positive evaluation of the pilot phase it has been scaled up since 2024. Up to date the Initiative facilitated training of over 40 thousand students, academic and non-academic staff on innovation and entrepreneurship and supported over 1 100 start-ups. Higher education institutions will also be critical partners in the Deep Tech Talent Initiative. The *New European Innovation Agenda* put the EIT in the driving seat of this programme to skill, re-skill and up-skill at least one million specialists and entrepreneurs within deep tech fields such as advanced materials and manufacturing, artificial intelligence, biotechnology, robotics, photonics, sustainable energy, and cleantech. The initiative was launched in October 2022 and will be implemented until the end of 2025. In the first half of its implementation, the Deep Tech Talent Initiative secured over 1 million pledged talents and trained over 530 thousands talents.



The EIT also delivers skills initiatives for other European Commission services in EU policy priority areas including the Net Zero Industry, Critical Raw Materials or Artificial Intelligence.

3. EIT cross-cutting activities

Building on its vast network and place-based approach, the EIT will step up its efforts in the implementation of the Regional Innovation Scheme (RIS). The EIT RIS contributes to the closure of the “innovation divide” — the regional disparities in innovation capacity present in Europe — by linking RIS-eligible countries, and the EU Outermost Regions, to the wider pan-European innovation network as well as providing, tailored, place-based support to their



innovation communities. The EIT will further complement and create synergies with other EU programmes and instruments (such as the European Innovation Council, by for example organising a joint Women Awards, implementing a joint Innovation Internship Scheme or collaborating together in RIS-eligible countries and territories as well as locations outside the EU) by reinforcing the planning and implementation of its EIT Communities activities. The EIT, as an integral part of Horizon Europe, will complement the

programme by promoting innovation, education, and the scaling-up of new businesses across the European Union. After the unprovoked aggression of Russia on Ukraine in February 2022, the EIT Community took immediate action and developed several initiatives to respond to the crisis. Beyond the immediate response, the EIT developed a specific support programme scheme in 2023 for Ukraine under its EIT Community programme. The scheme further matured in 2024, with elements also widened towards Moldova, and will be further implemented in 2025.

To further increase its visibility, the EIT will focus its 2025 EIT Community communications activities on raising external stakeholders' awareness of the EIT Community activities and achievements by implementing its Communications Strategy.



2024 EIT Award winners

The EIT organises the EIT Awards annually to provide a platform to showcase the impact delivered by its learners, innovators and entrepreneurs across Europe. This will be accompanied by targeted communication to highlight the EIT Community's unique support to some of Europe's most breakthrough technologies and to enhance opportunities for stakeholders to interact with the EIT Community beneficiaries and discover some of Europe's most promising innovations.



The EIT will continue to support the development of the EIT Alumni Community who, as the future innovators and entrepreneurs of Europe, are a major force multiplier of EIT impact and visibility.

In 2025, the EIT will continue to improve itself by processing and applying lessons learned within all EIT Community activities. It will continue to foster its culture of evaluation to ensure issues can be discussed openly and the organisation can continue to grow in the right direction. The EIT will also apply its Impact Framework (2021 –

2027) for data collection and impact assessment methodology. In addition, the EIT will further improve the gender balance in the EIT and among beneficiaries. This work will be performed in close collaboration with the EIT Communities and key EIT stakeholders.

The EIT will further enhance its operational effectiveness and efficiency by more active collaboration with other EU agencies. For example, the EIT is an active member of the EU Agencies Network (EUAN) comprising of 51 EU agencies and EU bodies. In 2023, the EIT joined the Troika (the EUAN Executive Group) for a three-year mandate and took over the chairmanship of the network in March 2024 for one year.



List of acronyms

AAR	Annual Activity Report
AI	Artificial Intelligence
BI	Business Intelligence
BP	Business Plan/ Business Plan IT tool
CA	Contract Agent
CCSIs	Cultural & Creative Sectors and Industries
CERN	European Organization for Nuclear Research
CFS	Certificate on Financial Statements
CIC	Common Implementation Centre
CLC	KIC Co-Location Centre
COST	European Cooperation in Science and Technology
CPC	Common Policy Centre
DEAP	Digital Education Action Plan
DEP	Digital Europe Programme
DTTI	Deep Tech Talent Initiative
DG EMPL	European Commission's Directorate-General for Employment, Social Affairs and Inclusion
DG GROW	European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
EARTO	European Association of Research and Technology Organisations
EBA	European Battery Alliance
EC	European Commission
EEN	Enterprise Europe Network
EFSI	European Fund for Strategic Investment
EFTA	European Free Trade Association
EIB	European Investment Bank
EIC	European Innovation Council
EIE	European Innovation Ecosystems
EIF	European Investment Fund
EIT	European Institute of Innovation and Technology
EP	European Parliament
EPO	European Patent Office
ERA	European Research Area
EUIPO	European Union Intellectual Property Office
EIT RIS	EIT Regional Innovation Scheme
ERC	European Research Council
ESIF	European Structural and Investment Funds
EU	European Union
EUAN	European Union Agency Network
EXCO	Executive Committee
GA	Grant Agreement
GB	EIT Governing Board
GGC	Girls Go Circular
GO	Global Outreach
GR	Grant Reporting/ Grant Reporting IT tool
HE	Horizon Europe
HEI	Higher Education institutions
HR	Human Resources
ICT	Information and Communications Technology
IPA III	Instrument for Pre-Accession assistance
IPR	Intellectual Property Rights

JRC	European Commission's Joint Research Centre
KIC LE	KIC Legal Entity
KICs	Knowledge and Innovation Communities
KPIs	Key Performance Indicators
MGA	Model Grant Agreement
MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
MOOCs	Massive Open Online Courses
MOOPs	Massive Open Online Programmes
MSCA	Marie Skłodowska-Curie Actions
MSRG	Member State Representatives Group
NEB	New European Bauhaus
NEIA	New European Innovation Agenda
NCPs	National Contact Points
OECD	Organisation for Economic Co-operation and Development
PA	Partnership Agreement
RRI	Responsible Research and Innovation
RRF	Recovery and Resilience Facility
SA	KIC Strategic Agenda
SIA	EIT Strategic Innovation Agenda
SME	Small and Medium-sized Enterprise
SNE	Seconded National Expert
SPD	Single Programming Document
SUGA	Start-Up Grant Agreement
SV	Silicon Valley
TA	Temporary Agent
TFS	Task Force Simplification (EIT –KIC operational task force)
WG	Working Group
WP	Work Programme

Mission statement

The European Institute of Innovation and Technology (EIT) is a body of the European Union (EU), established in March 2008.

The EIT's mission is to contribute to Europe's sustainable economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the EU to address major challenges faced by our societies. It shall do this by promoting synergies and integrating higher education, research, and innovation of the highest standards, including by fostering entrepreneurship. The EIT shall also contribute to delivering on the general and specific objectives of the EU's framework programme for research and innovation.

The EIT reinforces the EU's innovation capacity and addresses societal challenges through the integration of the knowledge triangle of higher education, research, and innovation. During the 2021-2027 programming period, the EIT, as an integral part of the Horizon Europe Framework Programme, will contribute to delivering on its overarching objectives and priorities, including the strategic orientations as detailed in the Horizon Europe Strategic Plan 2025-2027. The EIT's Knowledge and Innovation Communities (EIT KICs or EIT Communities) will be part of the Institutionalised European Partnerships, meaning they will follow a set of principles and life-cycle criteria to ensure a more coherent, open, and impact-driven approach. Therefore, the EIT's mission and objectives reflect its overall role in Horizon Europe and its place in the Innovative Europe Pillar.

The EIT will also ensure coherence with the European Innovation Ecosystems strand of Horizon Europe and explore opportunities for synergies and disseminating results. Furthermore, the EIT will further exploit and establish synergies with other EU programmes supporting human capital development and innovation (e.g., the ESF+, ERDF, Erasmus, MSCA, DEAP, and NEB). The EIT's initiative to enhance innovation and entrepreneurship capacity at higher education institutions will be a key driver in this respect.

The EIT will also contribute to the implementation of the New European Innovation Agenda, which positions the EIT as one of the key innovation actors contributing to EU innovation flagship initiatives like the EIT Deep Tech Talent Initiative, Innovation Valleys, the Next Generation Innovation Talents Scheme, and Women Entrepreneurship and Leadership schemes.

The EIT will continue to support its KICs to strengthen the innovation ecosystems that help tackle global challenges. It will do so by fostering the integration of education, research, and business (thereby creating environments conducive to innovation), by promoting and supporting a new generation of entrepreneurs, and by stimulating the creation of innovative companies.

The EIT will contribute to Horizon Europe and the European Commission's objectives by continuing to integrate the knowledge triangle. This integration takes place primarily via the EIT KICs, which bring together excellent organisations on a long-term basis around societal challenges. Based on existing European excellence, the EIT KICs will continue to build upon and create new ecosystems tackling fragmentation and duplication of efforts across borders to generate critical mass, enhance and strengthen collaboration, optimise the use of human, financial and physical resources, and attract top talent from all over the world. According to the EIT's Strategic Innovation Agenda for 2021 to 2027 (EIT SIA)¹, the EIT expands its portfolio of EIT KICs to further enhance its impact and to incentivise innovation in new areas of societal challenges. Building on the existing nine EIT KICs, the EIT will launch a call for a new KIC — "EIT Water" — in 2025, after having received the approval of the European Commission. The estimated financial needs of the EIT in 2025-2027 are approximately EUR 1.2 billion.

¹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32021D0820&qid=1624882966988>

Section I – General context



The EIT was established in 2008 to contribute to sustainable economic growth and competitiveness by reinforcing the innovation capacity of the Member States and the European Union. It pioneered the integration of education, business, and research (the knowledge triangle) together with a strong emphasis on entrepreneurial talent and innovation skills. The ex-post evaluation of Horizon 2020 and the mid-term evaluation of Horizon Europe confirmed that the overarching rationale of the EIT remains valid and the model of innovation-driven knowledge triangle integration remains relevant.

15 years after the EIT's establishment, the pace of innovation accelerated dramatically. Innovation is reshaping economic sectors, disrupting existing businesses, and creating unprecedented opportunities. With a shifting global economic order and international competition on the rise, the EU's dependence on talent and its capacity to innovate is growing. Co-design, cooperation, and co-creation across disciplines and between education, business, and research are needed more than ever to address global challenges related to climate change, the unsustainable use of natural resources, digital transformation, demographic shifts, and the future of healthcare and food.

The evidence from the Study for the interim evaluation of Horizon Europe, Biennial monitoring report 2024 on partnerships in Horizon Europe and Final Evaluation Report of Horizon 2020 outlined that (1) the EIT has one of the highest leverage effects in Horizon Europe – According to the BMR report “KICs stand out with a full leverage of 5.6, followed by Co-programmed Partnerships with 3.55, Co-funded Partnerships with 2.21 and Institutionalised Partnerships (excluding KICs) with 1.64”. (2) EIT's education activities specifically highlighted for their high relevance given the shortage of skilled workers in high-tech and deep tech sectors in the EU. (3) EIT KICs add value beyond national support initiatives, primarily by operating across borders and linking KIC partners and beneficiaries with organizations and networks they would otherwise find difficult to access.

With the adoption of Horizon Europe and the New European Innovation Agenda, the EU made a firm commitment to raising Europe's innovation potential to respond to the challenges of the future. The EIT's distinct role in fostering innovation by bringing together business, education, research, public authorities, civil society, and other stakeholders is reinforced by its positioning in the Innovative Europe Pillar of Horizon Europe. Horizon Europe reflects the growing ambition of the EU on innovation and the necessity to deliver on it. The New European Innovation Agenda additionally strengthens the EIT Community's position on the EU innovation landscape, recognising its leading role in the Deep Tech Talent Initiative to skill, re-skill, and up-skill at least one million experts and entrepreneurs until 2025 within deep tech fields such as advanced materials and manufacturing, artificial intelligence, biotechnology, robotics, photonics, sustainable energy, and cleantech.



During the programming period of 2025-2027, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic, technological, and societal impacts. It will continue to strengthen innovation ecosystems that help tackle global challenges by fostering the integration of the knowledge triangle within the EIT KICs. This integration takes place primarily via excellence-driven autonomous partnerships— the EIT KICs— which foster innovation and entrepreneurship by bringing together excellent organisations on a long-term basis around societal challenges. The KICs will build

upon existing European excellence and create new ecosystems that can end project fragmentation and duplication, generate critical mass, enhance collaboration, optimise resources, and attract top talent from all over the world. The Horizon Europe Strategic Planning process, namely Horizon Europe Strategic Plan 2025-2027, will

ensure closer alignment between EIT activities and the rest of Horizon Europe. The EIT will help the KICs incorporate the Horizon Europe Strategic Plan 2025 – 2027 into their own Business Plans through the EIT funding allocation process and the revision of KIC Strategic Agendas. It will also monitor the KICs' commitments and progress towards the United Nations 2030 Agenda for Sustainable Development (UN SDGs). The EIT KICs will contribute to upskilling and reskilling of European workers in the strategic areas through creating specific education Academies (solar energy, raw materials, hydrogen).

The EIT considers creating strong bonds with EU, national, regional, and international initiatives a top priority. Based on its proven track record, the EIT plays an important role in the **Innovative Europe Pillar**. Strong synergies between the EIT, the European Innovation Council (EIC), and the European Innovation Ecosystems (EIE) are key for the impact of this pillar. Based on a structured cooperation agreement, the EIT and the EIC run complementary activities aimed at streamlining support provided to innovative ventures.

The EIT will also strengthen synergies with programmes and Initiatives in the **Excellent Science Pillar** to accelerate the transfer of knowledge from blue sky research into concrete applications that benefit society. Regarding the Marie-Skłodowska-Curie Actions (MSCA), the EIT will collaborate to develop MSCA fellows' innovation and entrepreneurial skills. A closer collaboration with the ERC is also envisaged.

The EIT will contribute where relevant to the **Global Challenges and Industrial Competitiveness Pillar** to tackle global challenges and increase the competitiveness of the EU on a global scale. Through its KICs, the EIT will contribute to relevant missions, thematic clusters, and other European Partnerships by supporting demand-side measures and providing exploitation services that boost technology transfer and accelerate commercialisation.

The COVID-19 crisis and the EU response to Russia's unprecedented military aggression against Ukraine has underlined the value of European cooperation. But it also demonstrated that the Union must urgently build up crisis-response capabilities and its resilience to future shocks. Agriculture, food, energy, raw materials, health, digital, socio-economic, and climate-related research and innovation are critical for the Union's preparedness and for an effective response to emergencies. The EIT has shown flexibility in its operations in response to the new situation. For example, it adopted COVID-19-related measures and initiatives to incentivise KICs to tackle the pandemic. It then facilitated KIC support to Ukrainian innovation ecosystems. The EIT will continue to encourage KICs to deliver concrete solutions aimed at mitigating the effects of the intersecting crises and contributing to recovery.



The EIT will continue to contribute to the political priority of a “Digital Single Market” by fostering European innovation and entrepreneurship in the field of information and communication technologies. The EIT Community also prominently delivers in the Digital Education Action Plan and looks forward to scaling up its contributions to it.

EIT Digital was designed to foster European digital sovereignty by supporting the development of core digital technologies and promoting their ethical use in crucial domains.

The EIT also strongly contributes to the European Commission's priorities on the Energy Union and Climate Action. For example, through EIT Climate-KIC, the EIT integrates climate adaptation and mitigation research efforts. It also stimulates climate entrepreneurship among students and professionals through educational activities that foster sustainable development.

The work of EIT Climate-KIC is complementary to that of EIT RawMaterials, which aims to develop a cost-efficient, secure, sustainable supply and use of raw materials to support the transition towards a green and circular economy.

The EIT also participates in the effort to develop sustainable energy through EIT InnoEnergy. EIT InnoEnergy's strategy to achieve sustainability entails reducing the cost of energy in the value chain, increasing energy security, and reducing greenhouse gas emissions.

EIT Health brings together leading healthcare companies across multiple industry sectors, public and private research centres, and top universities to create a powerful network of partners with a clear mission: to accelerate entrepreneurship and innovation in healthy living and active ageing. It does so by providing Europe's top talent with new opportunities and resources to work for the benefit of all citizens.

EIT Food aims to develop a highly skilled food sector, which collaborates with consumers to provide products, services, and new technologies that can deliver a healthier lifestyle for all European citizens and a sustainable agri-food system (thereby contributing to the EU's Farm to Fork strategy, as well as to the Horizon Europe Strategic Plans).

In 2019, the EIT launched two KICs: EIT Manufacturing, which boosts the global competitiveness of Europe's manufacturing sector by connecting manufacturing players and promoting talents and entrepreneurship to accelerate sustainable innovation in Europe, and EIT Urban Mobility, which reimagines collective and individual mobility as tailored to local needs, community friendly, and stimulating for the economy.

In 2022, the EIT Governing Board designated a partnership to set up the Culture & Creativity KIC. The new KIC's mission is to inspire and facilitate collaborative innovation in the cultural and creative sectors and industries, and further power Europe's green and digital transformation.



In 2025, the EIT plans to select a new KIC: EIT Water.

The EIT's first three KICs (EIT InnoEnergy, EIT Digital and EIT Climate-KIC) concluded their 15-year cycle in 2024. Following a positive independent assessment and opinion by the EIT Member States Representative Group, the EIT Director signed a Memorandum of Co-operation with the 3 KICs. The MoC establishes that each KIC will continue to offer activities aligned with the EIT model (education, innovation and business creation) and remain part of the EIT Community as financially sustainable ecosystems.

The EIT will continuously seek consistency with and contribute to the EU's policy priorities (as reflected in EU strategies and initiatives) such as those in the context of the Horizon Europe Strategic Plans and the European Research Area, the European Education Area, the Innovation Union, and those related to the themes of the EIT KICs, such as the Digital Education Action Plan, Artificial Intelligence for Europe, Climate Action, the Farm to Fork Strategy, the thematic smart specialisation platforms, and the Strategic Energy Technology Plan.

In line with the EIT SIA, as a 'smart investor' in its KICs, the EIT sees simplification as a dynamic process, embedded in the EIT's strategy and operations. Simplification (implemented in a responsible and accountable manner), is a must for the EIT to achieve effective results, promote innovation breakthroughs, and for the involvement of the academic, research, and business communities. Furthermore, the EIT will strive to adapt, improve, and streamline its monitoring, reporting, and funding processes and constantly seek new approaches by fully empowering the EIT KICs' legal entities, considering the growing scale and scope of their partnerships' composition.

The EIT is an active member of the EU Agencies Network (EUAN), seeking synergies and increased efficiency. In 2023, the EIT joined the Troika (the EUAN Executive Group) for a three-year mandate.

Section II – Multi-annual programming 2025-2027

1. Multi-annual objectives

The EIT's **overall objective** is to contribute to the development of Europe's innovation capacity. The EIT will continue to support its KICs to strengthen the innovation ecosystems that tackle global challenges. It will do so by fostering the integration of education, research, and business, thereby creating environments conducive to innovation. It will promote and support new generations of entrepreneurs and stimulate the creation of innovative companies in close synergy and complementarity with the EIC. In particular, the EIT will:

- ✓ Strengthen sustainable innovation ecosystems across Europe;
- ✓ Foster innovation and entrepreneurship through better education;
- ✓ Bring new solutions to global challenges to the market.

Further, the **specific objectives** of the EIT for the period of 2021-2027 are to:

- ✓ Increase the impact of the EIT KICs and knowledge triangle integration;
- ✓ Increase the innovation capacity of the higher education sector by promoting institutional change in Higher Education Institutions (HEIs);
- ✓ Increase the regional and local outreach of the EIT and its KICs by including a wider range of stakeholders to address disparities in innovation capacity and enhance knowledge and innovation diffusion across the Union.

While the EIT applies its own Impact Framework, the table below provides the non-exhaustive list of EIT-monitored key performance indicators and their targets based on the Strategic Innovation Agenda 2021-2027. These indicators will provide the main input and output orientations for monitoring the achievement of the EIT's key objectives for the period 2021-2027.

Key Performance Indicators	2020 Baseline	2022	2023	Target 2023 (Baseline 2020)	Target 2027 (Baseline 2020)
No. of entities/organisations participating in EIT and KIC activities	1,870	1672	3,069**	20 % increase	50 % increase
No. of innovations (products and services) launched on the market	327	409	247	1,500	4,000
Higher Education Institutions involved in EIT and KIC activities	327	481	677**	285	680
No. of students involved in EIT and KICs education activities	721*	EIT label: 2,459 Non-EIT labelled: 81,443	5,375	8,500	25,500
No. of start-ups supported	1,428	2,381	2,015	300	700
KICs' co-funding	135.85 MEUR	502.77 MEUR	607.2 MEUR***	700 MEUR	1,500 MEUR

Key Performance Indicators	2020 Baseline	2022	2023	Target 2023 (Baseline 2020)	Target 2027 (Baseline 2020)
No. of entities/organisations participating in EIT and KIC activities from regions outside the KICs' CLC regions	N/A	N/A	N/A	50 % increase	100 % increase

Table 1

**Students involved was not part of EIT Core KPIs in 2020. Similarly, Participants in non-EIT labelled programmes was not part of EIT KPIs in 2020. The number represents the number of graduates from EIT labelled MSc and PhD programmes in 2020.*

*** Data includes numbers for the 2023-25 grant cycle.*

**** This includes committed values for the multiannual 2023-25 Grant Agreements.*

By achieving these objectives, the EIT will contribute to the overall achievement of Horizon Europe's scientific, economic, technological, and societal impacts and the implementation of the New European Innovation Agenda. It will continue to strengthen innovation ecosystems that help tackle global challenges by fostering the integration of the knowledge triangle within the KICs and supporting talent development (especially in deep tech).

The Horizon Europe Strategic Planning process, namely Horizon Europe Strategic Plan 2025-2027, will ensure closer alignment between the EIT's activities and the rest of Horizon Europe. EIT Community activities are expected to have:

- economic/innovation impact by influencing the creation and growth of companies, the creation of new innovative solutions to global challenges, new direct and indirect jobs, and through mobilising public and private investments;
- scientific and educational impact by strengthening human capital in research and innovation, enhancing innovative and entrepreneurial skills both at the individual and organisational levels, and fostering the diffusion of knowledge and innovation openly within society;
- societal impact by addressing EU policy priorities in the fields of climate change, energy, raw materials, health, food, added value manufacturing, urban mobility, and culture and creativity through innovative solutions, engagement with citizens and end-users, and by strengthening the uptake of innovative solutions in these areas.

The EIT will increase its regional impact primarily through integrating the EIT Regional Innovation Scheme (EIT RIS) into the KICs' multi-annual strategies. The EIT RIS activities shall continue to support modest/emerging and moderate innovation countries and regions, as well as the Outermost Regions. Activities supported through the EIT RIS will aim to improve the innovation capacities of local ecosystems via capacity building activities and closer interaction between local innovation actors (clusters, networks, regional authorities, HEIs, research organisations, and VET institutions). The EIT RIS will support the objective of attracting new partners to the EIT KICs, including through the establishment of RIS Hubs as part of a "place-based" innovation approach. The EIT RIS will also leverage additional private and public funding, with particular attention to ESI Funds, including through strengthened links with Smart Specialisation Strategies.

Starting in 2025, the EIT will pilot a new EIT RIS Accelerator to meet the developing needs of the Union and its Member States, as well as reinforce the impact being delivered via the EIT RIS, including by providing a more integrated and in-depth support to eligible countries beyond capacity building. The EIT RIS Accelerator will also ensure backed ventures showing the highest levels of potential are smoothly plugged-into other initiatives offered by the EIT and will also be offered assistance to successfully access additional support beyond the EIT Community, such as financing from the European Innovation Council.

To better contribute to solving global challenges, the EIT designated a new KIC in the field of Cultural & Creative Sectors and Industries (CCSIs) in 2022. The EIT will encourage the new KIC to exploit synergies with the New European Bauhaus (NEB) initiative, which will act as an incubator for creativity to drive sustainable design across Europe and beyond.

After having received the approval of the European Commission, in 2025 the EIT will launch a call for a new KIC “EIT Water”.

The EIT will continue developing the EIT Label as a certificate of quality that is awarded to excellent educational programmes. The EIT will launch new elements of the EIT Label to increase its visibility, including by piloting EIT Fellowships. The EIT Label process will be further simplified. Together with its KICs, the EIT has been extending the EIT Label concept and philosophy to lifelong learning activities. These will reach a wider target group of students, adult learners, and institutions beyond the existing KIC partners. The application of the EIT Label beyond the EIT Community will have a more structuring effect at all levels.

The seven-year assessments of EIT Urban Mobility and EIT Manufacturing will be conducted in 2025-2026. Based on the assessment reports, the EIT Governing Board will take decisions in accordance with the EIT Regulation and EIT SIA, after consulting the Member States Representative Group (MSRG) on whether to continue the EIT’s financial support. The EIT will carry out interim reviews of EIT Health and EIT RawMaterials in 2026, covering the first three years of their second partnership agreements. In 2027, 3-year interim review of EIT Culture and Creativity will be launched.

Meanwhile, the first wave KICs (EIT Climate-KIC, EIT Digital, and EIT InnoEnergy) after reaching their 15-year period by 2024 will be sustained in the EIT Community network under a new collaboration modality framed by the Memorandum of Cooperation concluded in 2024, following the approval of the EIT Governing Board and consultation with the European Commission.

The EIT will continue to monitor, support and issue guidance to the EIT KICs on their financial sustainability strategies so that they become financially independent from the EIT in the long-term.

The EIT will also establish and implement synergies and complementarities with Horizon Europe, especially Pillar III (the EIC and EIE) and other European Commission services and programmes (e.g., the European Structural Investment Fund, InvestEU, and the Instrument of Pre-Accession), EU bodies e.g., the Joint Research Centre, the European Investment Fund (EIF), the European Investment Bank (EIB), and the European Research Council (ERC), as well as investors and other third parties.

After joining the EU Agencies Network Troika in 2023, the EIT will continue its Troika participation until February 2026.

2. Multi-annual programme

Increasing the impact of KICs and knowledge triangle integration

Between 2025 and 2027, the EIT will focus on actions at the EU level that contribute to achieving the objectives of Horizon Europe, including its Strategic Plan 2025-2027, and the New European Innovation Agenda. Firstly, the EIT will continue to support Europe's innovation capacity and ecosystems through the EIT KICs (including their further development and expansion and the launch of a new EIT KIC as per the EIT Strategic Innovation Agenda). Secondly, building on its experience with knowledge triangle integration, the EIT will directly support the development of the higher education sector's entrepreneurial and innovation capacity. Through more effective cross-cutting measures, the EIT will also ensure that its impact at the EU level increases. Finally, the EIT will improve its operations in several areas to increase its effectiveness, efficiency, and impact, in line with the EIT/Recast Regulation and the HE Regulation.

The EIT introduced its Impact Framework in 2021 to strengthen the impact-focused approach between 2025-2027. The Framework achieves this through improved Key Performance Indicators (KPIs) that encompass the entire impact pathways of the EIT and its KICs in line with Horizon Europe Framework Programme indicators.

In the innovation domain, the EIT will steer its KICs into activities with higher critical mass, focusing on flagship initiatives or clusters of projects, as well as activities aimed at delivering specific socio-economic impact. The EIT will constantly encourage its KICs to more effectively mainstream the Responsible Research and Innovation (RRI) concept into their operations— particularly the domains of gender mainstreaming— and will continue incentivising and monitoring the KICs in pursuing gender balance and inclusiveness.

The EIT will ensure that (in accordance with the EIT RIS Implementation Framework (2022-2027) and the EIT RIS Hubs Minimum Standards and Guiding Principles) the transparent establishment of RIS Hubs will be followed to attract and facilitate the integration of potential new partners that add value to the EIT KICs, thus extending the EIT's pan-European coverage. The EIT will also ensure better integration of the EIT KICs' innovation activities with their business creation and education activities. The EIT will support its KICs in the development and effective implementation of intellectual property frameworks aimed at facilitating income generation. This will contribute to the EIT KICs' financial sustainability, alongside their other income-generating activities in education and business creation and targeted efforts to secure co-funding for their portfolio of activities. The EIT will work closely with its KICs to improve their long-term financial sustainability prospects, (in line with the revised EIT financial sustainability principles and the legal framework and requirements set for the EIT and the EIT KICs within Horizon Europe).

The EIT will continue to foster a structured dialogue with its KICs through the EIT-KIC Innovation Panel, which is expected to seek synergies and complementarities with other EU and international research and innovation initiatives, including with the European Commission's Directorate-General for Research and Innovation European (DG RTD), the European Research Council (ERC), the European Innovation Council (EIC), the European Innovation Ecosystems (EIE), the European Commission's Joint Research Centre (JRC), the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), the European Patent Office (EPO), and the European Union Intellectual Property Office (EUIPO).

In the domain of education, the EIT will implement its flagship initiative: the EIT Label. To strengthen the EIT Label and address the expectations and ambitions set by the SIA 2021-2027, the revised EIT label approach expands the Label concept beyond degree education and expands the impact of the Label beyond current KIC academic partner universities.

Complementing the EIT's efforts in education so far, the SIA 2021-2027 has introduced a new specific ambition: to support the development of innovation capacity in higher education in collaboration with EIT KICs through the EIT HEI Initiative. Through the knowledge triangle integration model, the EIT is bridging the persistent gap between higher education, research, and innovation. In particular, the EIT is a key tool for the development of human capital through its distinctive focus on entrepreneurial education. However, the impact of the EIT must and will be further extended beyond the KICs' partners. Higher education institutions across Europe need to be innovative and entrepreneurial in their approach to education, research, and engagement with businesses and local innovation ecosystems, including civil society.

The EIT will maintain durable working relationships with all business creation stakeholders. That includes early-stage innovators and entrepreneurs, start-ups, scale-ups, SMEs, investors, industry partners, and cities looking for innovative solutions, products, and services in the different ecosystems covered by its EIT KICs, and also at the intersection of the associated industry sectors, geographies and societal challenges addressed by the EIT KICs. To drive the EIT Business Creation Agenda effectively, the EIT will foster a structured dialogue with its KICs through the EIT-KICs Business Creation (BC) Panel. Furthermore, the EIT will encourage KICs to take concrete actions to improve private sector involvement (particularly from SMEs and start-ups) and start engaging with financial investors in their core knowledge triangle activities.

By strengthening cross-KIC dialogue and facilitating peer-to-peer learning, the EIT will actively support its KICs in developing, implementing, and exchanging policies, codifying and disseminating best practices to its stakeholders. The EIT will also continue analysing and exchanging lessons learnt and showcasing best practices and success stories, including novel practices from KIC activities in entrepreneurship, education, and business creation.

The EIT will continue supporting Women Entrepreneurship and Leadership (WEL) activities at all age levels. For example, the EIT Community will continue its contribution to Action 13 ("Encourage Women's participation in STEM") of the European Commission's Digital Education Action Plan (DEAP), and will further boost the visibility of the opportunities provided in this respect.

Lastly, the EIT will further strengthen its Communication and Stakeholder Engagement activities (delivering on the new Strategy) to increase the visibility of its activities and opportunities for stakeholders and end-beneficiaries. These efforts will be delivered via EIT channels (e.g., its website and social media) and specific configurations (e.g., National Contact Points) in close coordination with the EIT Community.

2.1 Support to existing KICs

Integrating the knowledge triangle within EU Member States and in HE associated countries, regions, and localities will remain a core task for strengthening innovation ecosystems and making them sustainable, as well as for developing new solutions to global challenges. The EIT will continue to support its portfolio of KICs and will further strengthen its successful platform for launching, growing, and managing them. The KICs will continue to operate through their Co-location Centres (CLCs). The EIT KICs will continue to pursue financial sustainability to achieve financial independence from the EIT (at the latest, after 15 years) through leveraging public and private investments.

This will be implemented through individual KIC Strategic Agendas (SAs), which are the overarching strategic documents covering all KIC activities (regardless of EIT funding). They also outline the KICs' strategic objectives and targets (designed according to the SMART methodology) and closely reflect the EIT's own strategic objectives as outlined in the recast EIT Regulation and the SIA 2021-2027, including the objectives to strengthen the innovation capacity and entrepreneurship of Higher Education Institutions (HEIs) and fully mainstream the EIT Regional Innovation Scheme (RIS). A list of key KIC targets is contained presented in Annex XIV.

2.1.1. Financial support, strategic supervision, and guidance

The EIT will dedicate a large share of its budget to supporting its KICs. It will monitor and analyse their performance and ensure that they deliver towards EIT and Horizon Europe Programme objectives. In line with the EIT Governing Board Supervision Framework of EIT KICs, monitoring and evaluation of the KICs constitute the main means of supervision and serve as a basis for intervention measures by the EIT and the GB. The aim of intervention measures shall be to ensure and improve EIT KIC performance and their compliance with EIT Community strategic objectives.

The EIT Governing Board, in its supervision function, will further continue to monitor selection of the EIT KIC CEOs and it will also consider putting under its supervision the selection processes of other key EIT KIC Board Member positions and Chairs of EIT KIC Supervisory Boards. A mechanism of systemic veto for blocking selection of candidates for the EIT KIC CEOs and Chairs of EIT KIC Supervisory Boards, who will not receive the EIT GB's approval, will be considered as an additional measure in the EIT Governing Board Supervision Framework of EIT KICs.

Beyond financial support, the EIT will provide strategic supervision to KICs, as well as operational guidance on horizontal and specific issues (based on lessons learned and in the framework of the EIT Strategic Innovation Agenda (2021-2027)). One focus area will be future financial sustainability of EIT KICs. It will additionally include the establishment of synergies within Horizon Europe and other EU initiatives. The EIT will support KICs in establishing interfaces and fostering joint activities with relevant European Partnerships and EU initiatives and programmes. Additionally, the EIT will continue to ensure a smooth implementation of EIT Culture & Creativity's operational activities in 2025. In 2025 the EIT will launch a call for selection of a new KIC. The EIT aims at further supporting KICs in the simplification of the grant implementation by ensuring a sound framework for applying lump sums. This will help reducing the administrative burden imposed on the project partners (subgrantees) and reduce any potential error.

Following the Communication on the European Economic Security Strategy² and the Commission Recommendation on critical technology areas for the EU's economic security³ a number of provisions have been made to protect Europe from economic security risks. These measures may be applied in areas of strategic interest, such as advanced semi-conductors, artificial intelligence, quantum computing and biotechnology. The EIT will ensure that its KICs apply all relevant principles and measures in this regard. In exceptional and justified circumstances, as provided in the Horizon Europe Regulation (Article 22 (5) and (6)) the EIT may apply safeguards after consultation with the Commission services so that KICs limit participation in actions where there is a justified need to safeguard the EU's strategic assets, interests, autonomy, or security. They could also insert additional eligibility criteria to account for specific policy requirements or the nature and objectives of a specific action. Additionally, the EIT will assess, on a case-by-case basis, if the specific KIC award procedures affect security or public order, in particular concerning strategic assets and interests of the Union or its Member States, including the protection of the integrity of digital infrastructure, communication and information systems, and related supply chains, in accordance with Article 136 of the EU Financial Regulation (recast).

The EIT will ensure that its KICs apply all relevant principles at the portfolio and activity levels via periodic assessment and continuous monitoring, including openness and transparency, financial sustainability, good governance, and balance between the different sides of the knowledge triangle. EIT KICs will be encouraged to consistently provide complete and transparent information about the affiliations of their KIC Supervisory Board Members and to publish their declarations of conflict of interest. The EIT will continuously monitor the KICs' performance to ensure compliance with sound financial management, good governance, and monitoring and evaluation principles set in the EIT Regulation. It will also ensure compliance with the principles and criteria set out for European Partnerships in the Horizon Europe Regulation and alignment with the requirements stemming from Horizon Europe priorities and indicators designed to maximise EIT KIC performance and impact based on a

² Joint Communication to the European Parliament, the European Council and the Council on "European Economic Security Strategy", JOIN(2023)20 final.

³ Commission Recommendation of 03 October 2023 on critical technology areas for the EU's economic security for further risk assessment with Member States (europa.eu)

long-term collaboration strategy between the EIT and KICs. By using its Monitoring and Evaluation Strategy and Supervision Framework, the EIT will ensure that appropriate measures are taken to further support and improve KICs' performance if the continuous monitoring and periodic assessments do not provide the necessary assurance that the KICs will achieve financial sustainability. As part of its strategic supervision and guidance activities, the EIT will apply to the KICs of the subsequent waves the lessons learned from the experience with the three first-wave KICs. The EIT will continue to collect structured information on the KICs' diverse sources of revenues as well as the use of the resources, outputs, results and impacts, and will make that information available to the Commission.

The EIT will continuously improve its competitive grant allocation process to reward performance and results, will continue to monitor the KICs' compliance with the ceilings for management costs, and will encourage KICs to increase the cost-efficiency of their operations.

The EIT will provide timely and ongoing support to KICs in conforming set principles and life-cycle criteria for the KICs as Institutionalised Europe Partnerships (in line with Annex III of the Horizon Europe Regulation) that will be applied to ensure a coherent, open, and impact-driven approach throughout their lifecycle and will ensure compliance— particularly at the implementation level (with regard to the preparation of KICs' multi-annual strategies and Business Plans). The EIT will encourage KICs to participate in the Strategic Coordinating Process for Partnerships.

2.1.2 Enhancing education programmes

In today's rapidly evolving global landscape, innovation and entrepreneurship stand as critical drivers of economic growth and societal progress. Recognizing the paramount importance of nurturing these skills from an early stage, the European Institute of Innovation and Technology (EIT) will streamline and consolidate its broad Education Portfolio into “EIT Innovation Campus of Europe”: a comprehensive strategy, integrating Innovation & Entrepreneurship as a key differentiating element of a value proposition targeting four key target audiences: Higher education institutions, Youth, University Students and Adults learners, with the ultimate goal of bridging the skills gap that Europe's companies face.

The EIT will continue to develop its flagship initiative in education — the EIT Label — as an exclusive “seal of excellence” awarded to excellent education programmes with strong innovation and entrepreneurship elements. The EIT will throughout 2025-2027 sustain the implementation of the newly updated EIT Label model, build on a more effective quality management mechanism, and will monitor the award of the EIT Label to the KICs' education and training programmes. As laid down in the SIA 2021-2027, the EIT Label model will promote quality education and individual learner achievement. In this regard, the branding of the EIT Label will also be directed at individual learners through, for example, a Fellowship scheme and the new non-degree education element, which will allow the EIT Label to spread outside the KICs and improve its visibility. This ambition is bolstered by the expansion of EIT Campus, the tool that will encompass all EIT KIC education activities by end of 2025.

Leveraging on the experience acquired with the implementation of the EIT Label, the EIT can support improving and harmonizing skills certification, with a coherent portfolio of coordinated Education programmes built on market needs, innovation training, and industry-recognised qualifications and certifications, promoting the European Degree criteria and facilitating skills portability. The EIT Label has the potential to become a vital asset in education, and the EIT and the KICs will strengthen the communication of its value propositions. First, it will be positioned as a powerful indicator of graduates' capabilities in driving sustainable innovation. By promoting the EIT Label as an investment that facilitates rewarding careers in innovation sectors, it will attract more students and enhance its relevance. Furthermore, the EIT Label can serve as an effective catalyst for institutional change by advancing curricular excellence and technology commercialization within HEIs. To elevate the EIT Label from a mandatory requirement to an aspirational standard, there must be a strategic alignment with various educational segments such as youth engagement and academic endorsements. Strengthening connections to tangible job opportunities and emphasizing its ties to higher education curricula, including microcredentials and degree programs, will be essential. Additionally, ensuring accessibility to the EIT Label for consortia, independent of KIC

partnerships, can broaden its reach in Master and Doctoral Schools, while extending access for industry consortia will create new pathways for collaboration. The future EIT Label model should enable spill-over effects to non-KIC HEIs. A wider audience of HEIs and universities outside the EIT KICs' networks should be engaged in other, more effective ways to disseminate best practices and equip a new generation of Europeans with an entrepreneurial mindset. Scalability should be sought through the EIT-KICs' range of services and activities, aligned with the revised EIT Label model, to non-KIC partner institutions and non-degree-granting programmes (e.g., professional and executive education). The link between the Label and other initiatives to support the entrepreneurship and innovation capacity of European HEIs will be further exploited.

The EIT launched in 2021 the Higher Education Institutions (HEI) Initiative to increase the innovation and entrepreneurial capacity of the higher education sphere by bringing together HEIs in innovation value chains and ecosystems across Europe. The Initiative encourages HEIs to reflect on their own practices and contribution to societal challenges. It supports a growing list of learning institutions across Europe with expertise and coaching, access to the EIT network and funding, and assistance with developing new 'innovation action plans' to improve their entrepreneurial and innovation capacity, based on each institution's unique needs. The three-year pilot demonstrated remarkable performance and successfully expanded its scope, incorporating strategic emphasis on deep-tech sectors and deepening synergies with the New European Innovation Agenda. Following the programme external evaluation, the EIT Governing Board decided to extend the HEI Initiative until 2027.

In 2022, the European Commission adopted the New [European Innovation Agenda](#)⁴ to position Europe at the forefront of the new wave of deep tech innovation and start-ups. Under the flagship to foster, attract and retain talent, the EIT is leading on the Deep Tech Talent Initiative (DTTI) and pilot the Next Generation Innovation Talents scheme. The ambition of the Innovation Talents, which is a new internship scheme, aims at pooling potential interns and start-ups across different EC services (EIC, MSCA, ERC). After launch of the scheme and matchmaking platform in 2024, in 2025 the second round of the internships will take place. After the pilot years, the EIT and participating EU programmes (EIC, ERC, MSCA) will evaluate the results and decide on the programme continuation in years 2026-2027.

The Deep Tech Talent Initiative aims to develop and offer pan-European skills development programmes to rapidly skill, re-skill, and up-skill at least one million people in Europe by 2025 within deep tech. This will broaden the labour force in Europe and encourage high-growth deep tech companies to maintain and expand their operations in Europe. The Deep Tech Talent Initiative will scale up its already successful deep tech courses and trainings (provided by the EIT KICs) and create new deep tech curricula with its Pledge Community to train talent in high potential deep tech fields, such as advanced materials and manufacturing, artificial intelligence, biotechnology, blockchain, robotics, aerospace, photonics, electronics, quantum computing, sustainable energy, and cleantech.

While the EIT Deep Tech Talent Initiative has reached positive interim results, securing over 1 million pledge talent and over 530 000 trained talent, it must evolve building on the existing product and assets: deep tech talents community, pledgers community and courses platform. The initiative will apply skills intelligence to map out and define specific skill gaps and needs of the labour market, translating them to concrete priorities aligned with the EIT Community, and become the main actor for the industry. The Initiative will transition from being pledger-centric, to becoming embedded into the KICs education efforts and providing quality deep tech courses tailored to specific market needs, prioritizing upskilling and reskilling. Further to that, the EIT has been leading significant initiatives to mobilize stakeholders to provide sector-specific skills. Besides the Deep Tech Talent Initiative, several European skills Academies for strategic sectors have been and will be launched (European Battery Alliance Academy, the European Solar Academy and the European Raw Materials Academy under the Net Zero Industry Act, Advanced Materials Academy) financed from different EU Programmes and implemented by the EIT Community, which has established itself as a reliable partner in implementing EU policy in alignment with industry needs. The EIT will continue focusing on reskilling and upskilling specific target groups of learners in the thematic

⁴ https://ec.europa.eu/commission/presscorner/detail/en/IP_22_4273

areas of its KICs through implementation of new academies. EIT will ensure consistent, accurate and up-to-date references to the state of play and planned activities for the various Academies over the full period 2025-2027.

The EIT will also evaluate the opportunity to set up a new skills initiative, focused on establishing a Cross-KIC EIT Hub in Africa to train the workforce in alignment with market demands and collaborating with local universities and VET organizations. Key benefits include addressing the skills gap for job opportunities, supporting economic growth by developing local talents, providing European industries with a skilled labor pool, and enhancing life conditions for African workers through improved employment prospects. The initiative can add significant value for Europe by creating a pathway for European businesses to access a skilled and adaptable labor force in Africa, aligned with their operational needs, strengthens partnerships and contribute to a sustainable and prosperous future for both regions.

A central tenet of the EIT Education is the cultivation of an entrepreneurial mindset among younger generations. This involves shaping the educational landscape from high schools upwards, instilling in students the skills and mindset necessary for innovation and entrepreneurship. The Girls Go Circular initiative aims to increase girls' participation in STEM fields by equipping at least 40,000 girls aged 14-19 in RIS countries with digital and entrepreneurial skills by 2027, focusing on challenges related to the circular economy. The program involves schools and is supported by a free online learning platform, offering resources in multiple languages aligned with European competence frameworks.

Building on its success, the EIT will broaden the scope of Girls Go Circular 2.0 to tackle 21st-century challenges, including digital innovation and AI, while fostering essential skills like critical thinking and leadership. The initiative will become part of a broader “Youth Entrepreneurial Education Plan” and will promote gender equality and inclusivity, involving boys in supporting women's leadership. The format will integrate online learning with hands-on hackathons, while also establishing an ambassador network and enhancing teacher support. Collaborations with Edtech key players and diverse stakeholders will ensure a well-rounded educational experience and wider impact.

2.1.3 Enhancing collaboration among KICs

The EIT will encourage the KICs to join forces and design and implement added value joint EIT Community activities on both thematic and horizontal topics. Through these activities, the KICs will explore potential synergies, valorise their joint innovation potential, develop new innovation delivery mechanisms, promote the EIT KIC model, increase the EIT's visibility, ensure efficiency gains, and support other strategic priorities. The activities will provide long-term valorisation and will benefit all EIT KICs. Currently, the EIT Community agenda is mainly driven by the six EIT Community clusters:

- The EIT Community activity Shared Service is aimed at increasing efficiency and deepening cooperation among the EIT KICs. The EIT incentivised development and utilisation of shared services between KICs, such as joint procurements, audit services, IT systems, consolidation of Co-location Centres, communication activities, dissemination activities, etc. In addition, the EIT supports EIT KICs in exchanging experiences and best practices. Extended use of shared services between the KICs shall be further explored.
- The EIT Community Strategic Outreach is aimed at further developing the activities of the Global Outreach Programme, delivered via EIT Community hubs outside the EU.
- The EIT Community Strategic Synergies enhances impact through a coordinated and joint approach by the EIT Community in EU policy priority areas, specifically Artificial Intelligence (AI), New European Bauhaus (NEB), and Women Entrepreneurship and Leadership (“Supernovas”).
- The EIT Community Strategic Education contributes to the EIT Deep Tech Talent Initiative, the Next Generation Innovation Talents Scheme, the Digital Education Action Plan (Girls Go Circular), and the development of the EIT Campus and the EIT Alumni Community.

- The EIT Community Access to Finance develops synergies with the EIF and supports systemic and structural cooperation between the EIT and the EIC, including in relation to the Fast Track scheme to the EIC Accelerator, to which all KICs are already eligible.
- The EIT Community Strategic Regional Innovations maximises collaboration between EIT KICs in the EIT RIS-eligible geographical area, and other emerging innovation regions in Europe. With the EIT Jumpstarter⁵ as its flagship programme, the cluster also implements activities specifically tailored to support the innovation ecosystem in the Western Balkans and Ukraine. Increasing focus will also be placed on Moldova and the EU Outermost Regions. The Cluster is also tasked with ensuring the establishment and smooth operation of EIT Community RIS Hubs covering all eligible countries and territories. These Hubs, the network of which is expected to be fully in place by 2025, will serve as one-stop-shops for local innovators, partners, and interested parties looking to connect with the EIT Community. Additionally, in 2025, the EIT Community Strategic Regional Innovations is expected to pre-pilot an EIT RIS Accelerator, building on existing initiatives. The Accelerator aims to meet the developing needs of the Union and its Member States, as well as reinforce the impact being delivered, by providing a more integrated and in-depth support to eligible countries beyond capacity building. The Accelerator will be more comprehensively piloted starting in 2026.

The EIT can take active part in defining the content and structure of EIT Community activities. The EIT thoroughly monitors their implementation and results, with the aim of making those activities an integral part of the KICs' strategies.

Action lines	Targets	Implementation year		
		2025	2026	2027
Financial support, strategic supervision, and guidance	✓ Strengthen innovation ecosystems by providing strategic supervision and financial support to KICs, based on lessons learned	☒	☒	☒
	✓ Ensure that KICs develop and implement an impactful strategy, progress towards financial sustainability, and create interfaces, collaboration, and synergies with European Partnerships and programmes	☒	☒	☒
	✓ Ensure effective the post-year 15 cooperation with the first wave KICs	☒	☒	☒
Enhancing education programmes	✓ Implementation of the improved EIT Label Framework, including a more effective quality assurance mechanism	☒	☒	☒
	✓ Extend the EIT Label to lifelong learning activities, involving a wider target group of students, adult learners, and institutions, supported by EIT Campus	☒	☒	☒
	✓ Contribute to the new European Innovation Agenda through	☒	☒	☒

⁵ <https://eitjumpstarter.eu/>

Action lines	Targets	Implementation year		
		2025	2026	2027
	implementation of the Deep Tech Talent Initiative and the Next Generation Innovation Talents scheme			
Enhancing collaboration	✓ Incentivise strategic and thematic collaboration and support continuous exchanges of knowledge among all KICs through the implementation of EIT Community knowledge triangle integration activities	☒	☒	☒
	✓ Development and increased use of shared services	☒	☒	☒
	✓ Finalise the establishment and ensure the effective coordinated operation of the network of EIT Community RIS Hubs covering EIT RIS-eligible countries and territories, including those eligible from 2025	☒	☒	☒
	✓ Pilot the EIT RIS Accelerator aimed at providing a more integrated and in-depth support to eligible countries beyond capacity building.	☒	☒	☒

Table 2

To enhance cross-KIC collaboration, it is essential to focus on optimizing cross-KIC clusters by streamlining activities to those that provide clear added value, thereby amplifying the impact of each KIC and increasing operational efficiency. Moreover, improving the internal visibility of cross-KIC initiatives will ensure that all stakeholders, better recognize the importance and relevance of these initiatives to the KICs' goals. Simplifying organizational structures and processes is also critical in facilitating collaboration and understanding among KICs and the EIT. Finally, developing a long-term strategic vision for cross-KIC initiatives that aligns with both KIC objectives and with overarching EU priorities will foster sustained engagement and collaboration. EIT Cross-KIC Initiatives hold considerable potential to improve operational effectiveness and amplify the strategic impact of KICs and the EIT will focus efforts on addressing existing challenges and implementing targeted recommendations, to harness the full benefits of cross-KIC collaboration, ultimately advancing innovation within the EU.

2.2 Increasing the regional impact of KICs

The EIT will further increase its regional impact through an enhanced openness towards potential partners and stakeholders. It will use a better articulated regional strategy for EIT KICs, including links to relevant Smart Specialisation Strategies. Since 2021, the EIT RIS has been fully integrated into the EIT KICs' multi-annual strategies, in which they utilise the EIT RIS to attract and facilitate the integration of potential new partners and facilitate stronger participation in the EIT KIC activities and networks across Europe. In 2025 - 2027, the EIT will continue to provide guidance and support to KICs in the preparation of multi-annual EIT RIS strategies and in their implementation in accordance with the RIS Implementation Framework (2022-2027)⁶ and the EIT RIS Hubs

⁶ <https://eit.europa.eu/library/eit-ris-implementation-framework-2022-2027>

Minimum Standards and Guiding Principles⁷, which will be updated and merged, based on the outcome of the mid-term review of the EIT RIS.

The EIT RIS will continue to support the innovation capacity of countries and regions that underperform in regard to the European Innovation Scoreboard, as well as the EU Outermost Regions (the EIT RIS-eligible geographical area) with special attention to be increasingly given to rural areas, amongst others. It will strengthen local innovation ecosystems and promote closer interaction between local innovation actors (clusters, networks, national and regional authorities, HEIs, research organisations, and vocational education and training institutions), thereby developing local talent and enhancing local innovation output. In 2025-2027, Albania, Bosnia and Herzegovina, and Israel will become eligible for EIT RIS activities.

By focusing on building local organisations' capacity (and by extension, local innovation ecosystems), connecting them to pan-European innovation ecosystems and facilitating the integration of growing numbers of local innovators into EIT Community activities, the EIT will enhance European innovation output.

The EIT budget devoted to implementing EIT RIS activities will be at least 10 percent and a maximum of 15 percent of the overall EIT support funding to KICs to increase the number of KIC partners and projects from the EIT RIS-eligible geographical area. The EIT will monitor the geographical representation of partners, projects and result delivery across the EIT RIS-eligible geographical area, with a view to improving the EIT Community's Pan-European geographical representation and diversity. With the support of an EIT RIS Expert Group (established in 2022), the added value of which was confirmed by the mid-term review of the EIT RIS concluded in 2024, the EIT is reporting to its Governing Board on the results of the EIT RIS, on its impact on local innovation ecosystems. The results of these analyses will be shared with relevant Commission services, the European Parliament, and the Member States. To this end, the EIT RIS Expert Group is expected to prepare regular reports on the implementation of the EIT RIS (linked to the EIT grant-cycle and EIT KIC interim reports) for consideration by the EIT Management.

The "place-based" innovation approach is at the heart of the EIT's enhanced regional action in 2021-2027. It fosters stronger and more systematic involvement by national and regional policymakers and managing authorities. The KICs should seek to exploit complementarity with the Smart Specialisation Strategies. This approach has been and will continue to be integrated into the KICs' multi-annual strategies and business plans. It should also build on the KICs' CLCs and RIS Hubs, leverage their role as gateways to the EIT Community and interact with co-located partners, and the EIT RIS. Additionally, this approach will promote and facilitate synergies and complementarities with other EU, national, and regional initiatives and programmes, including linkages with local Smart Specialisation Strategies and with the activities of relevant thematic platforms and interregional initiatives (including the Managing Authorities of the European Structural and Investment Funds (ESIF) and the Instrument for Pre-Accession Assistance (IPA) III). Each KIC will be required to better articulate its regional strategy and demonstrate the creation of synergies with the Smart Specialisation Strategies and other key European regional initiatives. These will strengthen their relationships with regional and local innovation actors. The EIT will actively monitor the implementation of these strategies. By the end of 2025, the EIT will have launched the EIT Community RIS Hubs, covering all countries and territories eligible for the EIT RIS in the 2021-2024 period. Further EIT Community RIS Hubs, covering the countries joining the EIT RIS after 2025, will be established by the end of 2027. These EIT Community RIS Hub will, *inter alia*, support and consolidate the work of the EIT RIS Hubs. The EIT will also monitor how CLCs, EIT Community RIS Hubs, and RIS Hubs operate and how they integrate into local innovation ecosystems with support from the EIT RIS Expert Group.

⁷ <https://eit.europa.eu/library/ris-hubs-minimum-standards-and-guiding-principles>

Action lines	Targets	Implementation year		
		2025	2026	2027
Increasing the regional impact of KICs	✓ Ensure that KICs have an inclusive approach that strengthens their relationships with national, regional, and local innovation actors	☒	☒	☒
	✓ Implementation of the recommendations emerging from the in-depth mid-term evaluation of the EIT RIS	☒	☒	☒
	✓ Ensure that KICs help improve the innovation capacities of the EIT RIS-eligible geographical area, and support the objective of attracting and facilitating the integration of potential new participants from this area in their activities	☒	☒	☒

Table 3

2.3 Impact monitoring and evaluation

The measurement of the EIT's impact will be continuously improved over the current programming period, built on past experiences. The EIT will apply a monitoring and evaluation framework in line with the EIT Monitoring and Evaluation Strategy (2022 – 2027) adopted in 2022, ensuring coherence with Horizon Europe, and its Strategic Plan 2025-2027, while maintaining flexibility. The periodic evaluation of the EIT's activities, including those managed through the KICs, will be carried out by the Commission in line with the provisions of the EIT Regulation and Horizon Europe Regulation. Each KIC will be subject to a thorough review by the EIT before the end of the seventh and the fifteenth year of operation under the Partnership Agreements. The seven-year comprehensive assessment of the fourth wave KICs (EIT Urban Mobility and EIT Manufacturing), will be launched in Q1 2025, covering the KIC performance between 2019 to 2025, and will be finalised by Q3 2026. Based on the assessment reports, the EIT Governing Board will take decisions in accordance with the EIT Regulation and EIT SIA, following a consultation with the MSRG, on whether to continue the EIT's financial support. The EIT will carry out interim reviews of EIT Health and EIT RawMaterials in 2026, covering the first three years of their second partnership agreements. An interim evaluation of EIT Culture and Creativity might be launched in early 2027 to feed into the post-2027 negotiations. These evaluations will use robust methodologies adopted by the EIT Governing Board and will be conducted by independent external experts/consultants, supervised by the EIT. The results will be made publicly available, communicated to the European Parliament and Council, and reported to the strategic coordinating process for European Partnerships.

Furthermore, the EIT will conduct an impact study to provide a strategic assessment of the economic and societal impact generated by the first eight KICs by 2025 in the areas and sectors of their societal challenges. The study will be mainly focused on the KIC's impact, EIT added value and financial sustainability. It will build on relevant assessments to date focussing on selected societal impact and the EIT's unique features such as financial leverage, jobs, employment and building innovation ecosystems.

The EIT Governing Board will consider the achieved level of financial sustainability of the EIT KIC, its openness to new members, as well as the limits of the EU's financial contribution and relevance regarding EIT objectives. If a KIC shows inadequate results or lack of European added value, the EIT Governing Board will take appropriate

measures, including the reduction, modification, or withdrawal of the EIT's financial contribution or termination of the Partnership Agreement (based on the Supervision Framework adopted by the EIT Governing Board in 2021).

The reporting and monitoring of the EIT KICs' operational performance and their results will be a primary task of the EIT and will be implemented in cooperation with Horizon Europe Common Corporate Services. The reporting and monitoring system for the EIT KICs will be built into the overall Horizon Europe monitoring system, particularly by implementing common data models including data collection. The EIT will continue and enhance cooperation with the Common Implementation Centre (CIC) and the Common Policy Centre (CPC) in order to benefit from the support services offered within the Horizon Europe framework programme.

The EIT will systematically monitor KICs' contribution to reaching the Horizon Europe 35% climate target. The EIT will significantly contribute to this target by investing in climate-related objectives and support the EIT KICs to adequately integrate climate mainstreaming into their respective activities. Furthermore, the EIT will support the EIT KICs in tracking their expenditure in biodiversity, clean air, digital transition (including artificial intelligence), health, and overall contribution to SDGs. The EIT will put in place a monitoring system at the portfolio/project level that will allow for reliable reporting on expenditures for contributions to these political priorities.

Action lines	Targets	Implementation year		
		2025	2026	2027
Monitoring and evaluation of impact	✓ The EIT Impact Framework implemented	☒	☒	☒
	✓ 3-year interim review of EIT Health and EIT RawMaterials	☐	☒	☐
	✓ 7-year assessment of EIT Urban Mobility and EIT Manufacturing	☒	☒	☐
	✓ EIT Impact Study	☒	☐	☐
	✓ Simplification measures implemented	☒	☐	☒
	✓ The annual assessment of the KICs' adherence to the Financial Sustainability Principles and progress towards Financial Sustainability	☒	☒	☒

Table 4

2.4 Launch of a new EIT KIC on Water

In line with its Strategic Innovation Agenda 2021 to 2027 and with its mission to address new and emerging global challenges, the EIT will launch a new EIT KIC in the field of Water, Marine and Maritime Sectors, and Ecosystems. The launch will take into account the Strategic Planning of Horizon Europe and the budget allocated to the EIT between 2021 and 2027. The launch will be supported by effective communications and promotion.

Action lines	Targets	Implementation year		
		2025	2026	2027
Launching new KICs	✓ Call for a new KIC in the field of Water, Marine and Maritime Sectors and Ecosystems, a new KIC designation and finalisation of the start-up phase	☒	☒	☒

Table 5

2.5 Supporting the entrepreneurial innovation capacity of higher education

Following the positive evaluation and subsequent EIT GB Decision on the continuation of the HEI Initiative taken in the 2023⁸, the EIT continues with the implementation of the Initiative to support entrepreneurship and innovation in higher education, as introduced in the EIT SIA 2021-2027. The EIT will support higher education institutions with funding, expertise, and coaching, enabling them to develop innovation and entrepreneurship activities.

In 2025 -2027 period, two further calls for projects are expected to take place. The call for proposals will be aligned with the set of recommendations GB identified to further scale up the initiative in its post-pilot phase⁹.

The EIT will play a steering role in the implementation and monitoring of activities run by HEI and non-HEI consortia of partners selected in open and transparent calls by the EIT KICs. Particular attention is being paid to attracting HEIs beyond existing KIC partners, ensuring an inter-disciplinary and inter-sectoral approach. Focus will be also put on establishing links with the national and regional smart specialisation strategies for research and innovation, relevant thematic smart specialisation platforms, and the EIT RIS. The HEI Initiative pays special attention to HEIs in countries that are moderate and modest innovators to reinforce their innovation capacity. The EIT will also further link its support to developing innovation and entrepreneurship capacity in higher education through the EIT Label by involving participating HEIs in using the relevant elements of the EIT Label. The HEI Initiative will be linked and will contribute to the Deep Tech Talent Initiative.

Looking ahead, the EIT HEI aims to enhance research commercialization and scale its impact by boosting industry engagement and project participation. To strengthen its efficacy, the initiative plans to introduce new key performance indicators (KPIs), including the number of intellectual property applications and start-ups established. The success of graduates will be measured by tracking their employment rates within European industry, alongside monitoring their involvement in internships, placements, and new ventures within the first two years post-graduation. A commitment to align better with industry demands will ensure that project outcomes meet market needs. Targeted support for HEIs will focus on increasing the number of start-ups, facilitated by resources such as private funding and commercialization programs.

⁸ See Ares(2023)8036119

⁹ See Ares(2023)8036119 Annex I

Action lines	Targets	Implementation year		
		2025	2026	2027
Supporting the innovation capacity of higher education institutions	✓ Implementation of activities to support the development of innovation capacity in higher education, inter alia through the provision of specific guidance, expertise, and coaching to participating HEIs	☒	☒	☒
	✓ Promotion of the new initiative to HEIs from moderate and modest innovator countries to develop their innovation capacities	☒	☒	☒
	✓ Strengthen and widen the scope of the EIT Label beyond the KICs to include the HEIs participating in the action and integrate the links with other initiatives (including DTTI)	☒	☒	☒

Table 6

2.6 Communications

The EIT's 2021-2027 SIA highlights that the EIT will boost its recognition as a quality brand for innovation under Horizon Europe, while increasing the availability of information at the national and EU level.

To this end, the EIT will continue to build upon its significantly reinforced efforts to raise awareness and visibility of its activities, initiatives, and opportunities to students, entrepreneurs, and innovators. During the 2025-2027 period, the EIT will roll out its new communications strategy and further build up its brand as Europe's largest innovation ecosystem; strengthen relations with priority stakeholders, and extend its outreach towards stakeholders across the EU innovation landscape. The implementation of the new EIT Communications and Stakeholder Engagement Strategy will be essential to drive all relevant activities and to strengthen the EIT's openness and transparency towards stakeholders and citizens across Europe.

Reinforcing Communication and Visibility

The EIT will continue to reinforce its external communications activities between 2025 and 2027. Through the generation of compelling communications content combined with relevant data, the EIT will promote EIT Community activities and results across its multiple channels and tools, helping to increase participation in EIT Community opportunities across Europe.

The EIT will continue to strengthen its digital communications presence with the development of a new website design, the deployment of new interactive features on website including a dashboard evidencing the EIT impact and by strengthening its presence across social media through intensifying social media activities and developing high quality content. This will boost its outreach across Europe, demonstrating the impact of EU investment in research and innovation. The EIT will also continue to engage with journalists to reach a wider range of

stakeholders and citizens across Europe. EIT communications activities will be closely coordinated with its KICs to ensure consistent and coherent outreach to audiences across Europe.

Stakeholder Engagement

The EIT will continue to strengthen relations with key stakeholders in 2025-27, contributing to the objective of increased awareness of its activities and results. In alignment with its new strategy, the EIT will strive for coherent, targeted, and timely engagement through different channels and configurations. Openness and transparency through structured dialogue, partnerships, and interactions will remain the cornerstone of the EIT relations with stakeholders during 2025-2027 to fortify trust with and ensure the support of priority stakeholders.

The EIT Liaison Office in Brussels will continue to play a central role in facilitating and maintaining relations with the EU Institutions and Brussels-based stakeholders in this context. The EIT will continue its efforts to establish and maintain efficient working relations with relevant Commission services and in particular with the EIT's partner DG (DG EAC) but also cooperation partners such as the European Innovation Council (EIC). Strengthened engagement with Member States will continue via the EIT Member State Representatives Group (MSRG) and the dedicated network of EIT National Contact Points (NCPs), also through a dedicated Coordination Support Actions (CSA) to be awarded in 2025.

The Stakeholder Forum will be the EIT's main platform to promote interaction between the EIT Community and knowledge triangle stakeholders. It will increase the visibility of EIT activities towards business, social partners, civil society, and EU citizens, and recognise the most promising entrepreneurs and innovators in Europe. The Forum will be embedded in the biennial EIT flagship EIT Summit – INNOVEIT in 2026.

EIT Awards and EU Prize for Women Innovators

The EIT Awards recognises successful innovation teams, cutting-edge start-ups, and graduates from EIT education programmes and courses within KICs. It showcases EIT impact stories and enhances the awareness of the EIT's support. The next edition of the EIT Awards is foreseen for Q4 2025. As part of the joint actions with the EIC, the Women Leadership Award will also be jointly awarded in Q2 2025 (date TBD final agreement with EIC).

A dedicated communications campaign will support the EIT Awards and the joint Women Leadership Award with the EIC. The EIT Awards campaign will showcase the nominees and their ground-breaking innovations. This will not only help promote the EIT Community activities that have supported them but also inspire the next generation of entrepreneurs and innovators across Europe. To highlight the second edition of the joint Women Leadership Award with the EIC, a joint communication campaign will be executed.

The EIT Awards will be held on an annual basis.

EIT Alumni

The EIT Alumni community brings together an interdisciplinary and multicultural community of change agents who share a common vision for tackling global challenges and creating positive impact through innovation and entrepreneurship. The EIT Alumni Community brings together members of the Alumni Communities of the EIT's Knowledge Innovation Communities (KICs) from education, business creation, and innovation programmes. During 2025-2027, the EIT Alumni Community will continue contributing to the achievement of the EIT's strategic objectives, including the promotion of an entrepreneurial mind-set and the enhancement of opportunities for innovation and business creation in Europe.

Between 2025-2027, the EIT Alumni Community will expand its portfolio of services and unique offerings via knowledge sharing, training, and networking, bringing clear added value to its members beyond individual KICs' alumni communities. Priority areas for the coming years include drawing-in participants from KIC

entrepreneurship and innovation activities, on-boarding members from the newer EIT KICs, contributing to the EIT Deep Tech Talent Initiative activities, and exploring opportunities for collaboration beyond Europe.

The EIT will continue its strategic steering of the EIT Alumni Community and will aim to continuously increase the involvement of alumni in the EIT supported activities. The EIT Alumni Community will be supported in its efforts by a dedicated Alumni EIT Community activity that will strengthen its ability to deliver quality services to its members, ensure greater visibility of its activities, and increase its impact. EIT will involve EIT Alumni community more closely in its outreach and communication activities. In this regard EIT Alumni will develop its Communication Strategy. To ensure the long-term financial sustainability of the Community, the EIT Alumni Board will continue to develop a sound business and financial model and reach out to internal and external partners and sponsors.

The governance structure of EIT Alumni Board is currently reformed with the view to ensure a more effective and streamlined strategic and operational steering of the EIT Alumni activities. The EIT Alumni governance system and the EIT Alumni Board operations will be integrated into the EIT Alumni Community activity by 2026.

Action lines	Targets	Implementation year		
		2025	2026	2027
Brand management and communications	✓ Launch and implementation of the new EIT Communications and Stakeholder Engagement Strategy as part of the overarching visibility framework	☒	☒	☒
	✓ Enhanced EIT Community visibility through promotion across corporate communications channels with an emphasis on digital communications tools	☒	☒	☒
	✓ Continuous enhancement of the EIT website with new functions and design	☒	☒	☒
Stakeholder engagement	✓ Implementation of the new EIT Communications and Stakeholder Engagement Strategy	☒	☒	☒
	✓ Organisation of the EIT Stakeholder Forum	☒	☒	☒
	✓ Reinforced engagement with key stakeholders, including the EIT Member State Representatives Group (MSRG) and EIT National Contact Points (NCPs)	☒	☒	☒
EIT Awards	✓ EIT Awards	☒	☒	☒
EIT Alumni	✓ Supervision on the implementation of the EIT Alumni Community's business plan	☒	☒	☒

Table 7

2.7 Identify and share good practices with stakeholders

The EIT has a key role in facilitating the dissemination of results and good practices from the EIT Community. To this end, the EIT will further develop its ability to exploit results of the intervention, identify, codify, and share good practices from its activities in a structured and coherent manner to both among the KICs through EIT Community activities as well as to the wider EU innovation community.

The EIT will also provide guidance and assistance on dissemination-related aspects, facilitate a cross-KIC exchange, and further support KICs to facilitate dissemination of the EIT Community's results through the Horizon Europe channels. To ensure the implementation of these objectives, the EIT will require KICs to deliver on the following targets as of 2025:

1. Submit annual reports on the identification, codification, sharing and dissemination activities, including the number of results published on the Horizon Results Platform and the uptake of services offered by the European Commission.
2. For the relevant KPI EITHE16, disseminate a minimum target of 15 results per year through the European Commission's dissemination tools.

Action lines	Targets	Implementation year		
		2025	2026	2027
Dissemination of results: Identification and sharing of good practices	✓ Provide guidance and assistance on dissemination-related aspects to the EIT KICs	☒	☒	☒
	✓ Support KICs to disseminate a minimum target of 15 results through the European Commission's dissemination tools.	☒	☒	☒
	✓ Maintain and further develop together with the KICs a structured and coherent approach for disseminating results, lessons learnt, and good practices across the EU utilising in particular the EIT Knowledge Centre platform	☐	☒	☒

Table 8

2.8 International cooperation

The EIT will amplify the impact of its activities through international cooperation, particularly by coordinating and closely monitoring the EIT Global Outreach Programme. This will be done by ensuring compliance with the EIT Strategic Framework on EIT Global Outreach Activities, and with the EU Global Approach on Research and Innovation, the European Economic Security Strategy and the Commission Recommendation on critical technology areas. It will also, under the guidance of the EIT Governing Board, set out actions, targets, and outputs for the international cooperation plans of the EIT and the KICs, clearly demonstrating their European added value. The EIT will foster international cooperation in research and innovation, contributing to Horizon Europe objectives, whilst ensuring alignment with Horizon Europe Strategic Plan 2025-2027, and the EU's contribution to the Sustainable Development Goals. Opportunities to engage with and build strategic partnerships at the international level will be explored in a reactive approach to match available capacity.

Action lines	Targets	Implementation year		
		2025	2026	2027
International cooperation	✓ EIT Global Outreach Hubs in the locations of strategic interest for the EU and contribute to the EIT's objectives	☒	☒	☒
	✓ The EIT Strategic Framework on EIT Global Outreach Activities implemented in compliance with the EU Global Approach on Research and Innovation, the European Economic Security Strategy and the Commission Recommendation on critical technology areas	☒	☒	☒
	✓ Engagement with international organisations and non-EU countries via different formats	☒	☒	☒

Table 9

2.9 Synergies and complementarities with other programmes

During the 2025-2027 period, the EIT will ensure strong synergies with Horizon Europe initiatives and other EU programmes. The EIT will promote and facilitate synergies with EC Policy DGs and other EU programmes, bodies, and relevant actors, such as: the Commission's Directorate-Generals for Research and Innovation (DG RTD), the Education, Youth, Sport and Culture (DG EAC), the Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), the Neighbourhood and Enlargement Negotiations (DG NEAR), the Communications Networks, Content and Technology (DG CNECT), the Joint Research Centre (JRC), the European Innovation Council (EIC), the European Research Council (ERC), the European Innovation Council and SME Executive Agency (EISMEA), the European Cooperation in Science and Technology (COST), the Committee of the Regions (CoR), the European Structural and Investment Funds (including the European Social Fund Plus), the Erasmus, Digital Europe Programme, InvestEU, Creative Europe, Europe's programme for small and medium-sized enterprises (COSME) (including the Enterprise Europe Network (EEN)), Horizon Europe missions, the European Patent Office (EPO), the European Union Intellectual Property Office (EUIPO), the Copernicus Programme, and other relevant DG DEFIS and EUSPA programs.

The EIT will support the implementation of the various EU policies including the European Green Deal, the Europe Industrial Strategy, and the Strategy for European **Digital Strategy** by encouraging the KICs to design their activities in a way that help contribute to the Commission's policy objectives. This will be done by promoting and fostering investments in the KICs' thematic innovation ecosystems and EIT Community activities or exploiting the established networks and expertise of the EIT Community and its partners in providing feedback to policy makers. The EIT will encourage the KICs to provide data and information where available as input for EU reporting and policymaking.

Within the Innovative Europe Pillar, the EIT and the **EIC** (based on their Memorandum of Understanding) will run complementary activities aimed at streamlining the support provided to innovative ventures. The EIT KICs will be encouraged to provide business acceleration services and trainings to beneficiaries awarded EIC funding. The EIT will also facilitate the access of EIC beneficiaries to the KICs' innovation ecosystems and relevant actors of the knowledge triangle. In parallel, the EIT's beneficiaries will be encouraged to apply to the EIC's instruments. All KICs

are already eligible for Fast Track scheme to the EIC Accelerator and are encouraged to continue working bilaterally with the EIC, and also together in particular through EIT Community cluster on Access to Finance. In years 2025 - 2027 the EIT and EIC will organise a joint Women Awards to amplify the importance of women leaders and innovators in the European and global arena. Also, as indicated in the New European Innovation Agenda, both organisations will be implementing a joint Next Generation Innovation Talents scheme. In years 2025-2027 the EIT will strive to further enhance collaboration with the EIC in widening RIS-eligible countries and territories as well as locations outside the EU. Collaboration opportunities between researchers from EIC Pathfinder or the EIC Transition support scheme and EIT Alumni will be further explored. Both organisations will further intensify joint communication activities. The collaboration on the boards level is planned to be intensified. The EIT Community will also aim to collaborate increasingly with the EIE. The collaboration scope and modality with EIC and EIE will be adjusted taking into consideration the results of the mid-term evaluation of Horizon Europe.

The EIT will develop stronger synergies with the **ERC** by linking the ERC's beneficiaries with the EIT KICs. In parallel, the EIT's beneficiaries will also be encouraged to apply to the ERC's instruments. Potential collaboration between the EIT Alumni and the ERC Alumni grantees association will be further encouraged.

The EIT will also work on synergies with programmes under the Excellent Science Pillar and, in particular, the Marie Skłodowska-Curie Actions (**MSCA**). The EIT will contribute to the development of the innovation and entrepreneurial skills of the MSCA fellows. The EIT will further strengthen collaboration between the MSCA and the EIT Alumni organisations.

In addition, the EIT will contribute to the Global Challenges and **Industrial Competitiveness Pillar of Horizon Europe** and complement relevant activities to tackle global challenges and increase EU competitiveness. Through its KICs, the EIT will contribute to relevant missions, thematic clusters, and other European partnerships by supporting demand-side measures and providing exploitation services. The EIT will also ensure coherence with the European innovation ecosystems strand of Horizon Europe and explore synergies between its outreach activities and the Sharing Excellence part.

Erasmus and the EIT will work together to establish synergies between their respective communities. Cooperation will be geared towards ensuring Erasmus students have access to KIC partners higher education institutions, the EIT KICs' summer schools, or other relevant training activities (for instance, on entrepreneurship and innovation management). EIT will also connect them to the EIT Alumni network. Synergies will also be built with the European Universities alliances; this helps mainstream EIT educational activities, in particular the development of digital skills and STEM studies.

During the 2025-2027 period, the EIT KICs' CLCs will continue collaboration with the **European Digital Innovation Hubs** to support the digital transformation of industry and public sector organisations. They will explore ways to use infrastructure and capacities developed by EIT KICs within the Digital Europe Programme (DEP) for education, training, testing, and demonstration purposes in innovation projects.

During the same period, the EIT KICs, through their CLCs, EIT Community RIS Hubs and RIS Hubs, will also promote **regional and cross-regional cooperation** between knowledge triangle actors and managing authorities in synergy with interregional cooperation and investments along value chains in related smart specialisation priorities areas. They will also promote the work of thematic smart specialisation platforms.

The EIT will contribute to skills development initiatives under the **Cohesion Policy Funds** through an exchange of best practices. The EIT KICs will promote collaboration with the Smart Specialisation Platforms, particularly the projects having experience in working with the Managing Authorities of Cohesion Policy Funds to facilitate synergies between EIT resources, Cohesion Policy Funds, and other European, national, and/or regional programmes. Synergies should increase the coherence of the EIT's actions alongside those of the Cohesion Policy Funds, the Union's Blueprints for Sectoral Co-operation, and the Centres of Vocational Excellence in order to contribute to a common vision and shared objectives, to create critical mass, and increase the effectiveness and impact of the EIT's activities. Furthermore, the EIT will explore potential synergies of funds between ESIF Managing Authorities and KICs.

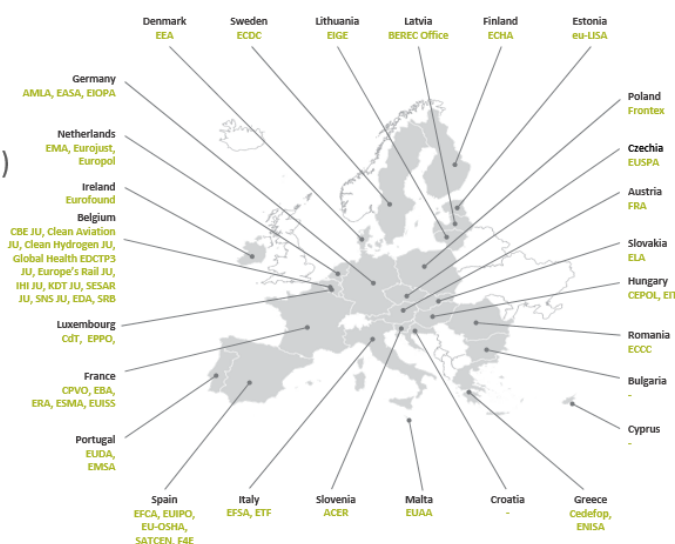
Cooperation with the **European Union Intellectual Property Office (EUIPO)** and the **European Patent Office (EPO)** will be further strengthened in 2025-2027 for the benefit of the KICs, including to the KIC on Culture and Creative Industries. Cooperation between the EIT, EUIPO, and EPO is an excellent opportunity for EIT KICs to increase their knowledge on IP and fully benefit from the protection IP brings in the global market. The EIT, the EUIPO, and the EPO will identify further areas of cooperation aimed at supporting SMEs, Higher Education Institutions, and EIT Alumni and extend further collaboration opportunities with other initiatives and programmes.

The EIT is an active member of the EU Agencies Network (EUAN), seeking synergies and efficiency gains opportunities. Currently EUAN has 52 members, which are located in 24 EU Members States. The network's mission is to enhance the value of its members by deepening their collaboration. In 2023, the EIT joined the Troika within the EUAN Executive Group for the three-year mandate.

The EUAN, what is it?

- **52 Network members**
 - 38 EU Agencies
 - 11 Joint Undertakings
 - 3 EU bodies (ECCC, EIT, EPPP)
- In **24 EU MS**
- 2nd largest EU employer with
+/-13,000 staff members
- Troika: EIOPA, **EIT/CEPOL**, ENISA

www.euagencies.eu



The EIT will encourage KICs to develop synergies with the Clean Hydrogen Alliance and the upcoming Renewable and Low Carbon Fuels Alliance. In 2025 the EIT will accelerate the “**European Solar Academy**” implementation following the signature of the Contribution Agreement with DG GROW in December 2023. The European Solar Academy is part of the Net-Zero Industry Academies proposed by the Net-Zero Industry Act and financed by the Single Market Programme.

In 2024, the EIT prepared and signed further contribution agreements with different DGs of the European Commission, such as the **European Raw Materials Academy**, the **European Advanced Materials Academy**, the **Critical Raw Materials Facility** and the **Innovate Together** call. The funding of these activities will come from different EU programmes, such as the Single Market Programme, Horizon Europe framework programme, and the Neighbourhood, Development and International Cooperation Instrument (NDICI) programme.

The EIT will also continue supporting Women Entrepreneurship and Leadership (WEL) activities at all age levels. For example, the EIT will, through its KICs, continue its contribution to Action 13 “Encourage Women’s participation in STEM” of the European Commission’s **Digital Education Action Plan (DEAP)**. The EIT will do so through a series of well promoted activities on digital and entrepreneurial skills for schoolgirls in primary and secondary education to become future leaders and entrepreneurs across Europe, especially in European countries defined as modest and moderate innovators (according to the European Innovation Scoreboard).

The EIT KICs will also seek the collaboration of the **InvestEU Advisory Hubs** to provide technical support and assistance to ventures supported by the EIT KICs for the preparation, development, and implementation of

projects. The EIT KICs will feed the **InvestEU Portal and STEP portal** to bring investors closer to ventures supported by the KICs, in close collaboration with Commission services. Furthermore, the EIT will seek to strengthen synergies and complementarities with **the EIB and EIF**. On 17 October 2023, the EIT and EIF extended their Memorandum of Understanding (MoU) for another two years. The MoU extension will ensure two more years of cooperation on delivering sustainable economic growth, jobs, livelihoods, and the increased impact of public investment. The EIT Community's work of empowering entrepreneurs and innovators will continue to combine with the EIF's role as a provider of risk finance for small-and-medium-sized enterprises (SMEs). Since the MoU's original signing in 2021, the two organisations have already deepened discussions on the creation of new financial schemes, investments, and structures for specific parts of the EIT Community. The EIT and EIF intend to continue this institutional dialogue. They also intend to explore new avenues of cooperation that could enhance the EIT Community's financial sustainability and the EIF's assets and instruments, including in countries that fall under the EIT Regional Innovation Scheme.

The EIT will also encourage KICs, especially EIT Food and EIT Urban Mobility, to develop synergies and ensure complementarities with the **European Innovation Partnership for Agricultural Productivity and Sustainability (EIP-AGRI)**, the **European Urban Initiative (EUI)**, and **Start-up Villages**.

Following its launch in 2022, EIT Culture & Creativity will aim to develop synergies and complementarities with the **Creative Europe Programme** and the **New European Bauhaus**.

Action lines	Targets	Implementation year		
		2025	2026	2027
Synergies and complementarities with other programmes	✓ Initiate the most impactful priority synergies with other EU programmes, in particular with the EIC and EIE	☒	☒	☒
Activities through contribution agreements with the European Commission	✓ European Battery Alliance Academy ✓ European Solar Academy ✓ European Raw Materials Academy ✓ European Advanced Materials Academy ✓ Critical Raw Materials Facility ✓ Innovate Together call	☒	☒	☒

Table 10

3. Human and financial resources outlook for the years 2025 – 2027

3.1 Overview of the past and current situation

Staff population overview for 2024¹⁰

The EIT has successfully continued to maintain a highly competent and high performing staff. This is also due to consistent improvements of its recruitment practices, broader outreach to potential candidates, more efficient advertising of its available posts, among other changes. Moreover, substantial efforts are invested on a recurrent basis in regard to staff management and staff retention through the recent reorganisation, improved work environment, a more efficient and effective way of working, and the introduction of impactful social policies. The total number of staff is 71¹¹ as of 31 December 2024 (excluding trainees, interim staff, and external service providers).

Detailed information on EIT staffing is provided in Table 1 of [Annex IV](#). An estimated 36% of the total EIT staff works on support and coordination activities (human resources management, information and communication technology, control, logistics, legal advice, finance and budget, procurement, quality management, communications, and administrative assistance). Further information on the planned resource allocation for operational activities for 2025-2027 is provided in [Annex II](#).

Details concerning recruitment policy, performance appraisal and reclassification, mobility policy, gender and geographical balance, and schooling are described in [Annex IV](#).

Expenditure for 2024

The evolution of expenditure for the action areas is provided in Table 2 of [Annex III](#).

3.2 Resource programming for the years 2025 - 2027

3.2.1 Financial resources 2025 - 2027

The required financial resources are detailed in the tables of [Annex II](#), which are in line with the indicative budget figures set out in the EIT Strategic Innovation Agenda 2021-2027.

3.2.2 Human resources 2025 - 2027

A) and B) New tasks and Growth of existing tasks

The EIT's mission to increase European sustainable growth and competitiveness by reinforcing the innovation capacity of the EU and Member States can strongly contribute to the top priorities of European Commission President Ursula von der Leyen, for "A Union that strives for more". The **EIT specifically make a major contribution to the "European Green Deal", the "Economy that works for people", and the "Europe fit for the digital age"** by accelerating innovation and integrating business, research, and education to address the societal challenges that

¹⁰ EIT Staff population overview on 31 December 2023

¹¹ Including offers sent and accepted as of 31 December 2024.

the EIT Community addresses. The EIT also contributes directly to other priorities of the Commission through its innovation communities, which, among others cover digitalisation, sustainable energy, and climate change. It has demonstrated a track record of delivering impact results over the past 14 years and demonstrated its ability to adapt to new challenges. Some examples are its rapid and successful COVID-19 pandemic response in 2020, the launch of new initiatives such as a EIT Community project on the New European Bauhaus, or the EIT Community's support for the Ukrainian innovation ecosystem after the Russian invasion of Ukraine. However, structural problems surrounding the EIT's human resources limited the EIT's potential to fully deliver on its mission. Without additional resources, it could not implement the new tasks allocated to it and exploit opportunities for new innovative activities.

The EIT's tasks have been growing significantly over the past years. While the EIT managed three KICs from 2010 to 2014, two new KICs started their operations in 2014, another one was designated in 2016, two in 2018, one in 2022 and a new one will be selected in 2025. This naturally led to additional work to ensure the legality and regularity of transactions and compliance with the principles of sound financial management. In addition, the EIT has taken on new activities to develop its strong innovation potential, to support KICs' financial sustainability, the **EIT Regional Innovation Scheme**, and outreach and synergies with other programmes (including inter alia Member States and the Western Balkan countries). Following its education review, the EIT has also identified further potential avenues where it could lead the transformation of human capital in Europe. This includes widening its education and training programmes beyond degree level education through the Higher Education Institutions initiative and **contributing to the skills agenda** and talent support in the areas of entrepreneurship and innovation (following the example of the Solar Academy).

Adopted in July 2022, the European Commission's **New European Innovation Agenda** (which seeks to position Europe at the forefront of the new wave of deep tech innovation and start-ups) marked the EIT as one of the key actors contributing to the EU innovation flagship initiatives such as the EIT Deep Tech Talent Initiative, Deep Tech Innovation Valleys, the Next Generation Innovation Talents scheme, and the Women Entrepreneurship and Leadership scheme.

The EIT Strategic Agenda 2021-2027 has reinforced and enhanced the EIT's mandate. However, creating new KICs (such as **EIT Culture and Creativity and selection of new KIC EIT Water in 2025**), the implementation of the **action to increase the innovative capacities of Higher Education Institutions**, a reinforced role in the EIT RIS, or new tasks resulting from the New European Innovation Agenda should also see an increase in the current staffing capacity. The EIT will not be able to take on any new tasks outside the initial establishment plan of the EIT without additional resources. This means that the EIT's full potential for innovation and contribution to growth and competitiveness that could be provided by the EIT across the EU will not be fully exploited.

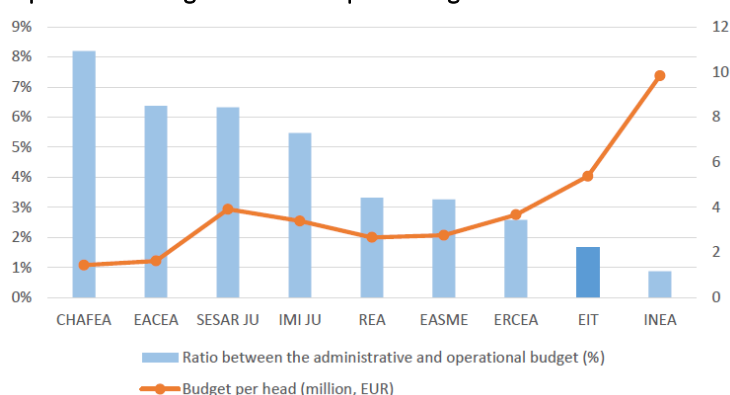
This issue was analysed by the European Commission's Internal Audit Service ('IAS') when performing an audit on human resources management at the EIT in 2020/2021. The IAS auditors evaluated various aspects of the staffing level in the EIT and benchmarked them to comparable organisations. Among European Union institutions, six executive agencies and two joint undertakings were identified as suitable for comparison.¹² All selected organisations have grant management (direct management) and related activities (e.g., policy feedback) as their main operational processes. Each of these entities have different characteristics such as organisation and governance, size, budget, complexity, and diversity of the programme portfolio managed. As a result, the exercise enabled the IAS to gain understanding of the context and provide meaningful insight into the EIT's staffing issue. The auditors conducted an examination using two aspects (ratios) that were also used in the performance evaluation of the executive agencies in terms of human resources management and cost-effectiveness:

¹² The Consumers, Health, Agriculture and Food Executive Agency (CHAFEA), the Executive Agency for Small and Medium-Size Enterprises (EASME), the Innovation and Networks Executive Agency (INEA), the Education, Audiovisual and Culture Executive Agency (EACEA), the Research Executive Agency (REA), the European Research Council Executive Agency (ERCEA), the Innovative Medicines Joint Undertaking (IMI JU) and the SESAR Joint Undertaking (SESAR JU). The joint undertakings selected are the largest, the most comparable in terms of size to the EIT. The other JUs are very small in size.

- a) programme management cost-efficiency (the ratio between the administrative and operational budgets for payments)
- b) budget per head (funds managed per person)

The result of this analysis for the period 2017-2019 is shown in the graph below, using the average numbers of three years. The IAS concluded that:

1. The **EIT is more cost-efficient and manages more funds per staff than all other examined 5 EU entities** except the INEA
2. **Without reinforcing staffing capacity, there is a risk that the EIT cannot fully implement its multi-annual work programme** (reduced effectiveness and impact) and provide assurance on funds managed (risk of errors and irregularities)
3. The **EIT should consider options to increase the proportion of staff allocated to operational functions**
4. The **EIT should continue its efforts and work with its partner DG of the Commission, DG EAC, aiming at achieving an improved working environment promoting a better and healthier work-life balance.**



To address the structural problems identified above, and to be able to effectively carry out the new tasks described above and to manage the growth of existing tasks, the EIT was requesting in the past the approval of 10 additional establishment plan posts. This request already took into account that already in 2022, to be institutionally fit for purpose, the EIT has adjusted its organisation within the current establishment plan to reflect its objectives and strategic priorities under the new Strategic Innovation Agenda 2021-2027 (adopted in May 2021).

In 2025 and 2026, the EIT might locate one of its current CA posts at the EIT House/ Brussels for the EUAN shared services administrative support activity.

Post allocation as of 2028

The EIT and its Knowledge and Innovation Communities (KICs) drive innovation across Europe by integrating business, education, and research, aiming to find solutions to pressing global challenges, through its Regional Innovation Scheme (EIT RIS) which boosts the innovation capacity of eligible local innovation ecosystems, and fostering closer interactions between local knowledge triangle actors, including through the establishment of on-the-ground CLCs, EIT RIS Hubs and EIT Community RIS Hubs. Given its strong results in delivering innovation, skills and creating sustainable innovation ecosystems, the EIT has significant untapped potential to further contribute to reach Europe's full innovation potential and reap the social and economic benefits of the twin green/digital transition. The EIT's mandate and ambition has been continuously increased without an adequate increase in staff resources to manage these (see table above).

The EIT welcomes 4 new temporary posts granted by the Commission in 2024 (3 FG IV and one TA). Nevertheless, the temporary allocation of the extra resources, creates an operational and reputational risk that the EU institutions have not yet fully addressed, as repeatedly highlighted by the EIT Governing Board. The level of control

and checks as well as the subsequent assurance that can be reached is therefore lower than that of other EU programmes and Agencies, which have permanent staffing allocation. With the workload increase resulting from the more ambitious targets set in the Strategic Innovation Agenda for 2021-2027, the EIT may not be able to maintain its modus operandi, should the posts already allocated not become inscribed in its establishment plan.

In terms of profiles, while not requesting new posts, the EIT requests that **4 contracted agent posts of the EIT's Establishment Plan** would be transformed into temporary agent posts as follows as of 2026:

Specific Objective: Increase the impact of KICs and knowledge triangle integration

- Managing the existing KICs and launching new KICs
- Facilitating EIT Community initiatives and providing shared services towards the KICs and exchanges of experiences and good practices between KICs
- Increasing the regional impact of KICs with a view to closing the innovation divide

KIC Programme Officer (1 post, TA/AD6 grade) – EIT Water, EIT Culture & Creativity

- Support KICs in the delivery of its strategy.
- Develop and improve overall supervision, management, and control systems.
- Verify reporting documents submitted by the KIC ensuring compliance with financial and procurement rules.
- Contribute to the assessment of KIC business plans, reports, and payments.
- Provide regular (standardised) and ad hoc (tailor-made) reports and data analysis for the EIT Governing Board, EIT management, and other internal and external stakeholders.
- Support the implementation of the EIT monitoring strategy and contribute to reviews and analytical reports.

EIT Community Programme Officer (1 post, TA/AD6) – EIT Community activities cross-cutting objectives and shared services

- Develop shared services with the KICs while enhancing and monitoring EIT Community collaboration.
- Provide horizontal EIT Community support on strategic initiatives, including legal support, such Women Entrepreneurship, Shared Services and Higher Education Initiative, deliver on the New European Innovation Agenda.

Specific Objective: Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs)

- Supporting the innovation capacity of higher education by involving additional Higher Education Institutions in EIT and KIC activities.
- Managing the related budget

Education Programme Officers (2 posts, 2 TA/AD6 grade)

- Coordinate the EIT's new action to strengthen the innovation capacity of Higher Education Institutions (HEIs).
- Design and continuously improve the conceptual framework, set common criteria for the action, and oversee them while calls are organised by the KICs.
- Contribute to the development of quality procedures, indicators, and benchmarks for monitoring (and assessment) of activity performance.
- Manage and carry out continuous monitoring and evaluation of the action. The EIT will closely monitor organization of the calls and selection of the process, to ensure strategic priorities and objectives are met.

- Support Operational Units regarding the specific action with business plan assessments, amendments of business plans, and grant reports.
- Ensure coordination among KICs and that synergies with other programmes are explored.
- Work with KICs to develop and implement programmes contributing to re-skilling and up-skilling the workforce of the industries of the future (including the Deep Tech Talent Initiative)

3.3 Efficiency gains

As the EIT's requests for additional posts has not been fully addressed, **the EIT will implement the following actions to achieve further efficiency gains and to successfully implement its 2025 work programme:**

- Focused recruitments and re-training to address capacity gaps (e.g. investment, entrepreneurship, education), including strengthened management capacity, mobility, and diversity.
- Further outsourcing of some activities via experts, consultants, shared services, and EIT Community activities.
- Sharing services with other agencies or outsourcing some services (e.g. archiving, IT security, EUAN Chair, etc.) - in 2025 and 2026 the EIT has allocated one of its current posts at the EIT House/ Brussels for administrative support of the EUAN shared services pilot with EIOPA and ENISA, to gain additional support from the EUAN network members in the procurement, human resources and cybersecurity fields. This pilot will be evaluated in 2025.
- Targeted use of interim staff and trainees, an additional request for national experts, and Commission secondments. The EIT will use a limited number of interim staff for an extended period, in line with the applicable legislation, in order to be able to deliver on its ambition.

3.4 Negative priorities/Decrease of existing tasks

In order to achieve this set of the strategic objectives and further deliver impactful results, the EIT has identified the following list of negative priorities for 2025:

1. Rationalise the number of specific EIT and KIC monitoring reports (rationalisation of the EIT supervision of KICs to priority monitoring activities).
2. Reduce scope of the EIT Stakeholder Forum/INNOVEIT weeks; the EIT will limit itself to a few flagship events during the EU Presidencies and the EIT summit, while leaving other events to be organised by KICs (while still providing general guidance).
3. The EIT will focus on a few select synergies (including with the European Innovation Council (EIC), the European Research Council (ERC), the European Innovation Council and SME Executive Agency (EISMEA), the European Cooperation in Science and Technology (COST), the Committee of the Regions (CoR), the European Structural and Investment Funds including the European Social Fund Plus, Horizon Europe missions, the European Patent Office (EPO), the European Union Intellectual Property Office (EUIPO), the EU Agency Network (EUAN)) while leaving others listed above for KICs to take the lead.
4. Physical stakeholders' meetings will be further minimised. Based on lessons learnt, the EIT aims to partially move or maintain meetings online, including some of the EIT GB, ExCo, EIT KIC Forum, Advisory Groups, MSRG, NCPs, and minimise participation in external events. Physical meetings create higher administrative and financial costs and have a negative impact on the EIT's carbon footprint.

Redeployment of resources in view of budgetary constraints

The EIT, via internal redeployment of staff, has already concentrated available resources as much as possible on operational tasks rather than support activities. As outlined in [Annex I](#), the organisational structure has been modified in 2022 to reflect efforts to make the organisation leaner. That includes clarifying reporting lines and strengthening focus on core activities, including closer monitoring and supervision of the KICs.

Conclusion on the evolution of resources compared to the Commission Communication 2021-2027

Year		2021		2022		2023		2024		2025		2026		2027	
<i>EC proposal/Granted to the EIT in the Adopted Budget</i>		EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT	EC	EIT
Establishment plan posts															
Temporary staff	AD	40	40	40	40	40	40	40	40	41 ¹³	41	41	41	41	41
	AST	5	5	5	5	5	5	5	5	5	5	5	5	5	5
TOTAL establishment plan posts		45	45	45	45	45	45	45	45	46	46	46	46	46	46
Other staff (in FTE)															
Contract staff (CA)		23	23	23	26 ¹⁴	26	26	26	27 ¹⁵	31 ¹⁶	31	31	31	31	31
Seconded National Experts (SNE)		2	2	2	1	1	1	1	1	1	1	1	1	1	1
Total other staff		25	25	25	27	27	27	27	28	32	32	32	32	32	32
TOTAL EIT STAFF		70	70	70	72	72	72	72	73	78	78	78	78	78	78

Table 11

¹³ Including the 1 new TA post signed with DG BUDG.

¹⁴ In 2022 the CA posts were increased from 23 to 26, due to conversion of one of the two SNE posts to FGIV post and opening of 2 new FGIV posts charged against "other resources – 1 FGIV charged against EBA Academy funding and 1 FGIV charged against TCC 3rd country contributions.

¹⁵ Including the one additional CA post due to the European Solar Academy Contribution Agreement signed with DG GROW.

¹⁶ Including the 3 new CA posts signed with DG BUDG, 3 contribution agreements signed on Solar Academy, CRM Facility, Advanced Material Academy, DG GROW, and excluding the 2 expiring EBA Academy and Innovate Together contribution agreements (+3+3-2).

Section III – Work programme 2025

Executive Summary

In 2025 the EIT will continue the implementation of its SIA 2021 – 2027 and contribute to the New European Innovation Agenda implementation, putting into practice its overall strategy and processes to analyse and assess results and impacts of all EIT Community activities, continuing the EIT's culture of lessons learnt and evaluation.

The EIT will encourage dynamic and open partnerships. Its Knowledge and Innovation Communities (KICs) are ready to take the lead in their respective thematic fields and turn the emerging needs of Europe's economy and society into opportunities for entrepreneurship.

To empower Europe's full innovation potential and nourish the socioeconomic benefits of the twin green/digital transition, the EIT will continue creating a genuine European innovation ecosystem that bridges local talents, start-ups, and SMEs with EU initiatives, investors, and corporates. The EIT will continue to reinforce the governance and capacity of local/regional innovation ecosystems, to mobilise and coordinate their full potential, to contribute to the green and digital transitions, and enhance the capacity of local innovators, SMEs, and higher-education institutions to collaborate internationally within and beyond the EU.

In line with its legislation and the EIT Monitoring and Evaluation Strategy, the EIT will perform continuous monitoring and periodic evaluations of the output, results, and impact of the EIT KICs, including their progress towards financial sustainability, as well as horizontal requirements such as the cost-effectiveness of operations and their openness to new members. These will then feed into important EIT Governing Board (GB) decisions on corrective measures and on continuation of the EIT support and future collaboration with the KICs in line with the EIT GB – Supervision Framework of KIC.

In 2025 the EIT will further reinforce its collaboration with the EU Agencies, being part of the EUAN Troika for the third year. This will provide a unique opportunity to raise the visibility of the EIT among other EU Agencies and at the highest level of EU institutions and seek for further efficiency gains by applying more widely shared services schemes.

The EIT will organise the joint Prize for Women Innovators with the EIC to amplify the importance of women leaders and innovators in the European and global arena.

The EIT will further reinforce existing synergies with internal and external stakeholders.

Targeted external communications and stakeholder engagement activities will ensure that an increasing number of research and innovation stakeholders are aware of the EIT's activities, programmes, and opportunities offered to students, entrepreneurs, and innovators, among others. To ensure increased outreach at both the national and EU level, the EIT will mobilise and work closely with the entire EIT Community network.

1. Operational activities I: KIC Impact

The EIT fosters dynamic and open partnerships, its Knowledge and Innovation Communities (KICs) are ready to take the lead in their respective thematic fields and turn the emerging needs of Europe's economy and society into opportunities for entrepreneurs. Based on existing European excellence, KICs are a well demonstrated paradigm of cross-border interconnected ecosystems tackling fragmentation in the innovation field and accelerating market uptake. A KIC is designed to generate a critical mass of excellent innovators and entrepreneurs, strengthen collaboration across sectors, optimise the use of human, financial, and physical resources, and attract top talent. The KIC carries out a whole range of activities covering the entire innovation value chain including, among other things, education and training programmes, research and innovation projects, and incubation and scaling up of start-ups; all of these activities are integrated and focused on addressing a societal challenge.

1.1 Ensure an effective and compliant grant management implementing the Horizon Europe and EIT Regulation, and the SIA provisions (Call, BP assessment, Grant Allocation, Reporting, Payments, and Audits)

Objective: *Efficiently running the grant cycle in line with the Impact Framework and KIC Strategies and in full compliance with the applicable legal framework (e.g. SIA, EIT and Financial Regulation, Horizon Europe, etc.) in order to achieve EIT's objectives*

In 2025, the main focus will be on managing the 2023-2025 Grant Cycle and the 2026-2028 Funding Allocation launch.

Overarching KPIs:

1. Carry out the assessment of the continuous and periodic (interim) reporting on the 2023-2025 grant agreements;
2. Utilise IT systems supporting Grant Cycle and Business Intelligence for 2023-2024/25 grants;
3. Launch the Call invitation for the 2026-2028 grant agreement with 2nd, 3rd, 4th and 5th wave KICs;
4. Sign the final 2023-2025 grant agreement amendments;
5. Finalisation of 2024 ex post audits (incl. recovery orders, if applicable);
6. Develop and operate IT systems supporting Grant Cycle Business Intelligence;
7. Winning consortium to implement EIT Water selected and designated.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#1 Funding allocation of the 2026-2028 grant agreements, including funding allocation to the KICs under PA and MoC	2026-2028 grant allocation and agreements concluded	Call for 2026-2028 Multiannual Grants launched for KICs and EIT Community projects Selected GA are signed before end of 2025, and all	Approved EIT BP, EIT Community Grants, award decisions and signed GAs GB decision on funding allocation 2026-2028

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		GAs, including GA with the first wave of KICs ready for signature by Q1 2026 Grant allocation process in line with funding allocation criteria completed in Q4 2025	
#2 GA 2023-2025 Amendments	2023-2025 grant agreement amendments signed Allocation of third instalment for 2023-2025 grants (3rd BC + FA 2025) GA 2023-25 decommitments are made	All GAs Amendments signed by Q1 2025 for FA 2025 GA 2023-25 decommitments for GA 2023-25 are made in 2025 Q4	Additional 2025 allocations decommitment for GAs 2023-25 are made Innovate Together action included in the BP AMDT 2025
#3 Ex ante verification of interim reports of 2023-25 GAs	2023-25 GAs interim reports assessment	2023-25 GA interim reports for KICs, HEI and EIT Community programmes are assessed within 90 days	Interim payments made to the KICs
#4 Ex ante verification of final reports of 2023-24 GAs	2023-24 GAs final reports assessment completed	2023-24 GA final reports for first wave KICs are assessed within 90 days	Final payments made to the first wave KICs
#5 Ex post audits of costs approved for grants in 2024	Ex post audit reports contribute to EIT assurance.	Ex post audit reports delivered by audit companies in Q2 2025	Final ex post audit reports 2024 error rate determined by the ECA
#6 Effective grant management and BI IT tools	EIT data is fully accessible in relevant EC tools and via KIC activity data, including project level, from the agreed data model for supervision, monitoring and reporting	Efficient IT support to the KICs and the EIT, all queries are addressed in a timely fashion Relevant modules of the eGrants suite are functioning KIC IT tools (including common KIC IT tool) to provide all relevant information based on the data model supporting	eGrants running with appropriate access rights KIC data available in CORDA Data Warehouse (DW) as per the data model F&T portal contains and displays KIC data under agreed EIT header, and SAP BO reports accessible to selected staff for period 2014-2020, 2021-2022 and 2023-2025

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		grant management (eGrants) EIT complementary IT tool is set for validation and improved data collection	EIT KICs submit data to EIT Complementary IT tool, validated data submitted to CORDA.
#7 Effective EIT simplification, KIC capacity building	Smooth cooperation and KIC support by the EIT to support their operations and reductions in complexity on all sides	Shared Services concept launched EIT lessons learnt for KIC Governance and Operations identified and addressed 4 TFS meetings per year in support of the EIT KIC Forum TFS actions implemented by timeline set Queries received from KICs are answered in a timely manner and receive positive feedback from Forum and TFS Updated FAQ document(s) continuously available to KICs Reporting and payment and CFS working groups meet regularly and prepare relevant concepts and templates	Shared Services concept for KICs in place EIT lessons learnt document TFS/ Forum meeting action points followed and implemented EIT Register of TFS actions is continuously maintained Updated FAQ document(s) Concept notes, guidance and templates
#8 Selection of new KIC and Water KIC SUGA call invitation	Winning consortium to implement EIT Water selected and designated and start up phase launched	Timely launch of the call and conclusion of the selection and designation process Targeted information campaign SUGA call launched Submission evaluation platform is set, expert selection is initiated	GB Decision on selecting new KIC Info Day held SUGA call Invitation is ready for publication IT tools are set

Table 12

1.2 Effective monitoring and evaluation strategy and plan to maximise EIT KIC impact, ensuring that EIT KICs become financially sustainable

Objective: *Operate a monitoring and evaluation system complemented by a supervision framework to enable the EIT Governing Board to monitor and steer EIT and KIC activities in line with the EIT Regulation, allowing EIT KICs to meet and overdeliver on the EIT KPI targets in the SIA and their Strategic Agendas*

Overarching KPIs:

- 1) Updated Dashboard capturing key management information for decision-making purposes is in place and regularly updated;
- 2) Monitoring plan in place and monitoring reports submitted to EIT management on a timely basis;
- 3) Timely implementation of intervention measures according to the EIT GB Supervision Framework;
- 4) Timely completion of reviews and comprehensive assessments pursuant to the EIT legal basis and the adopted methodology;
- 5) Timely completion of an impact study of the KICs

In 2025, the EIT will implement its operational model which shifts the EIT's control strategy towards the KICs' internal processes in line with the KIC operational model and HE framework (e.g., enabling the implementation of a KIC supervision framework). The EIT Monitoring and Evaluation Strategy adopted in 2022 will guide the development of the 2025-27 Monitoring Plan(s), including core activities such as:

- The KIC's decision-making mechanism and related processes on selecting the most impactful EIT principles-compliant projects (innovation, FS principles etc.) for the multi-annual Business Plans, including monitoring of respective KIC calls.
- The KICs' design and management of their portfolios of activities and KIC partnerships.
- The KICs' progress towards achieving their multi-annual strategic objectives in openness and transparency (incl. openness and transparency of KIC calls, selection of start-ups/scale-ups for KIC support).
- Areas where risks of failure to achieve core KPIs or underperformance were identified through periodic reporting and other KIC monitoring and evaluations.
- Implementation of the EIT GB strategic recommendations and conditions.

Reviews and comprehensive assessments pursuant to the EIT legal basis will complement monitoring activities. Further internal checks on topics identified as critical during the year can be added.

Furthermore, the EIT will conduct an impact study to provide a strategic assessment of the economic and societal impact generated by the first eight KICs by 2025 in the areas and sectors of their societal challenges. The study will build on relevant assessments to date focussing on selected societal impact and the EIT's unique features such as financial sustainability, leverage, jobs, employment and building innovation ecosystems.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#9 Effective KIC supervision	Supervision framework implemented, providing key intelligence and recommendations to the EIT GB to enhance the KICs impact and results (including adequate progress towards financial sustainability)	Timely, complete and appropriate intelligence provided to EIT GB and management in order to implement the Supervision Framework EIT GB rapporteur reports completed Updated Dashboard and improved KIC challenges briefings for EIT GB Supervision Framework of KICs applied; timely delivery of high-quality reports on performed intervention measures	Dashboard KIC supervision reports KIC challenges document GB rapporteur reports Reports/ briefings to management and EIT GB and effective actions proposed
#10 Monitoring plan development and coordination: strategic portfolio monitoring of KICs	Effective multiannual Monitoring plan 2025-2027 aligned with the EIT Monitoring and Evaluation Strategy updated, and implemented providing key intelligence	Monitoring Plan 2025-2027 updated for 2025 with up to 10 priority monitoring actions 100% of planned monitoring activities implemented and all reports formally approved for activities completed Follow up of previous recommendations ensured	Monitoring plan 2025-2027 updated for 2025 and implementation overseen Monitoring reports shared with management Recommendation repository updated
#11 7-year comprehensive assessment of 4 th wave KIC launched	EIT conducts a 7-year assessment of EIT Urban Mobility and EIT Manufacturing in accordance with the adopted methodology	Assessment being implemented as per the methodology adopted by the EIT GB (to be finalised in Q3 2026)	Contract concluded Draft assessment report
#12 EIT-related evaluations and impact study	Timely and quality input provided to evaluations, foresight studies and impact assessments related to the EIT and KICs EIT conducts an impact study of the economic and societal impact	Relevant data, clarifications and quality review provided Contract with consultancy companies signed by Q1 2025	High-quality input to EIT-related evaluations Final report EIT Impact Study

	generated by the first eight KICs in particular in relation to Horizon Europe and FP10	Impact study conducted by Q3 2025	
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Table 13

2. Operational activities II: EIT Impact

2.1 Deliver impactful education and skill development programmes

Objective: *Nurture more innovation and entrepreneurial talent and transform higher education by building their innovation capacity*

Overarching KPIs: Universities/HEIs involved in KICs activities (from SIA)

Sub-Objective #1: *Implement a set of targeted EIT Community actions that promote knowledge triangle integration, including the EIT Label as flagship initiative.*

To achieve this, the EIT will carry out the following main actions:

- Implement the new education strategy for EIT, integrating different elements of the EIT education in a coherent way
- Continue implementation of the improved EIT Label model represented by the new EIT Label Framework
- Overview and monitor implementing of the new elements of the EIT Label model, extending it beyond academic education and continue implementing the EIT Label communications strategy to promote the new Label and reach out to wider audience (covering internal and external stakeholders)

Sub-Objective #2: *Increase the entrepreneurial and innovation capacity of the higher education sector by promoting and supporting institutional change in higher education institutions (HEIs) and their integration into innovation ecosystems.*

Following the positive evaluation of the pilot phase (2021-2023) and the GB Decision on continuation of the Initiative beyond the pilot phase, in 2025, the EIT will continue implementing the new action to support entrepreneurship and innovation in higher education as introduced in the SIA 2021-2027.

Sub-Objective #3: *The EIT will facilitate synergies with other relevant programmes, shared services towards the KICs, and exchanges of experiences and best practices between KICs. It will foster KIC collaboration (EIT Community activities) on both thematic and horizontal topics to elevate the impact of the EIT Education Agenda.*

In 2025, the EIT will continue exploring synergies in education. It will implement a new action to support entrepreneurship and innovation for learners and graduates. In cooperation with other EU programmes (EIC, MSCA, ERC), the EIT will continue implementation of the pilot of the Next Generation Innovation Talents scheme as its contribution to the New European Innovation Agenda, as presented by the EC in 2022. As part of the Strategic Education EIT Community cluster, the EIT will continue building up the EIT Campus as an umbrella initiative to integrate all education programmes. Through the Education Panel the EIT will connect EIT KICs with other relevant programmes to explore potential synergy opportunities to be followed up by EIT KICs, in particular with the European University Alliances (Erasmus+) and Union of Skills..

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#13 Monitoring of the implementation of the EIT HEI Initiative: Innovation Capacity Building for Higher Education	HEI initiative is effectively and efficiently implemented	EIT effectively monitors Call 4 within the current Grant Launch of Call 2026-27 targeting synergies with European University Alliances	Monitoring reports (Call 4) Call for 2026-2027
#14 Oversee the new EIT Label model segments, conduct the annual evaluation of new EIT Label applications and implement continuous monitoring	EIT Label programmes are assessed in a timely and quality manner	Application round open and ready for programmes to be submitted for the EIT Label	2025 EIT Decisions awarding label adopted
# 15 Implementation of Contribution Agreements	Effective implementation of Contribution Agreements with EC services, including the EBA Academy, European Solar Academy, Advanced Materials Academy, Raw Materials Academy, Critical Raw Materials Facility, Innovate Together	Overarching concept of EIT Academies in line with Union of Skills developed EBA Academy (EMPL): Final report assessed European Solar Academy (GROW): timely and adequate reporting on the implementation of the Contribution Agreement Launch of the Advanced Materials Academy (RTD) and Raw Materials Academy (GROW) Implementation of the Critical Raw Materials Facility (INTPA) and Innovate Together (RTD).	Concept EIT Academies EBA Academy Final payment is made European Solar Academy: EIT Reports in line with the Contribution Agreement. Grant Agreements for EAMA, ERMA, CRF, Innovate Together concluded and implemented Deliverable approve/rejection decisions are made,

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Pre-financing payments for Academies/ Contribution Agreements completed	additional prefinancing payment is made
		Reports submitted by the KIC are analysed and approved by the EIT	EIT Reports in line with the Contribution Agreements
		Deliverables assessment performed, additional prefinancing report assessed	

Table 14

2.2 Increasing the regional impact of the EIT Community

Objective: *Deliver the EIT Regional Innovation Scheme and focus additional RIS outreach on EU candidate countries, including Ukraine, Moldova, Turkiye and Western Balkan countries*

The specific objective of the EIT RIS is to contribute to boosting the ability to innovate of countries and regions in Europe that belong to the groups of so-called 'modest/emerging and moderate' innovators (according to the European Innovation Scoreboard¹⁷), as well as in the EU Outermost Regions.

Overarching KPIs: Increase regional impact according to EIT SIA 2021-2027.

Since 2021, the EIT Regional Innovation Scheme (RIS) has been enhanced and integrated into KICs' long-term strategies. The EIT aims to involve more partners and support additional projects from eligible EIT RIS countries. It will closely monitor KICs' implementation of the enhanced EIT RIS using the EIT RIS Implementation Framework (2022-2027) and an EIT RIS Expert Group established in 2022. Results, lessons, and best practices will be shared with relevant EU services. The EIT plans to conduct targeted communications activities in EIT RIS-eligible areas, including events and information sessions, to enhance the scheme's visibility. Similar efforts will be made in the Western Balkans to promote EIT opportunities with support from EU and non-EU organizations. In 2025, the EIT Community will continue supporting Ukrainian innovation ecosystems as part of a dedicated Work Package, whilst support to Moldova will be boosted through the widening of a number of existing activities, including the EIT Jumpstarter and the EIT InfraBooster. Targeted support for additional countries considered to be of strategic EU priority will also be considered as needed. Additionally, synergies with other funding instruments like ESIF and IPA III will be explored, along with alignment with Smart Specialisation Strategies, based on potential collaborations with EU Member States, Horizon Europe Associated countries as well as various EU and non-EU bodies, programmes, and initiatives, including through Memoranda of Understanding or other structured cooperation agreements. Special attention will be paid to synergies with COST, the Regional Cooperation Council, the Enterprise Europe Network, and the Partnerships for Regional Innovation.

¹⁷ http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#16 Implement the RIS Implementation Framework	Application of the updated RIS implementation framework improving the results and coordination of EIT RIS actions EIT / KICs to mobilise EU funding to achieve additional results and impact	EIT continues with the implementation of an effective supervision and coordination mechanism and principles for EIT RIS hubs, including the increase of consolidated EIT Community RIS Hubs EIT RIS country-specific roadmap (2023-2025) is implemented and new EIT RIS country-specific roadmap (2026-2028) adopted and under implementation EIT RIS strategic guidance documents updated Commitments from EC services and national authorities to mobilise such funds contributing to EIT / KIC led activities via Contribution Agreements or similar to achieve additional results	Full implementation of the EIT RIS country-specific roadmaps EIT RIS mid-term evaluation report and EIT RIS strategic guidance documents updated Written confirmation/ MoUs with EU services/ RIS countries to mobilise funding to support delivery of EU policy priorities via EIT / KIC led activities
#17 EIT supports the innovation ecosystems of EU Accession Countries including Ukraine, Moldova, Türkiye and the Western Balkans	EIT community effectively supports the innovation ecosystems of EU Accession Countries including Ukraine, Moldova, Türkiye and the Western Balkans	Implementation of additional support activities targeting Ukraine, Moldova, Türkiye and the Western Balkans as well as other EU Accession Countries as appropriate	Monitoring the implementation KICs' support targeting Ukraine, Moldova, Türkiye and the Western Balkans as well as other EU Accession Countries as appropriate

Table 15

2.3 Effectively disseminate results produced by EIT Community

Objective: EIT Community results are disseminated effectively and increasingly put into use

Overarching KPIs¹⁸:

¹⁸ Aligned with EIT's Impact Framework

1. Best practices, policy papers, and lessons learnt are identified and disseminated by KICs through appropriate means (e.g. publications, online repositories, fact sheets, targeted workshops, etc.), including the EIT Knowledge Centre.
2. The number of activities and results disseminated through Horizon Europe dissemination tools and channels, in particular the Horizon Results Platform.

The EIT has a key role in facilitating the dissemination of results and best practices from the EIT Community. To this end, the EIT will further develop its role as an institute able to identify, codify, and share good practices from its activities in a structured manner. It will also provide guidance and assistance on dissemination-related aspects, in particular when disseminating KIC results through EC dissemination tools (in particular the Horizon Results Platform) and facilitating a cross-KIC exchange.

The EIT will also explore through participation in the DG RTD Working Group and collaboration within the framework of the EIT-KICs IP Working Group and Innovation Panel on how the Council Recommendation on the guiding principles for knowledge valorisation that calls for cooperation between all R&I actors in order to maximise the creation of societal value from all knowledge assets generated by R&I can be implemented by the EIT.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#18 Effective system for EIT Community to disseminate results	Increased dissemination of results by EIT and KICs and uptake of the disseminated results	EIT disseminates policy relevant results through its online Knowledge Centre and increases its use	Updated online Knowledge Centre, and updated Country specific and KIC specific Factsheets and 3 success stories per country
		Uptake of services by EIT KICs of Horizon Europe dissemination tools, including the Horizon Results Booster and the Horizon Results Platform	10 results per EIT KIC per year published on the Horizon Results Platform
		EIT results available on the Horizon Results Platform to support dissemination of results	
		Available Fact sheets for 10 KICs, Countries that are members of the MSRG and Success Stories	

Table 16

2.4 Successfully sustain the first wave KICs in the EIT Community

Objective: First wave KICs implement the post-15 Memorandum of Cooperation (MoC) and deliver impact

The EIT will also sustain collaboration beyond year 15 with the first wave KICs under the established a strategic cooperation framework. Following the signature of the Memorandum of Cooperation, the first wave KICs might be granted the EIT funding following the competitive call's launch launched in 2024 and, respectively, in 2025 the EIT will supervise and monitor the implementation of the KIC post-15 activities and manage the grant.

Overarching KPIs:

1. No. of KICs delivering results and impact beyond 15 years.
2. No. of current KIC activity areas continuing beyond 15-years thanks to an effective sustainability mechanism.
3. Lessons learnt identified (from the first-wave KICs operations, and derived from relevant evaluations, assessment and reviews) integrated into the current KIC cooperation framework.

Actions [main activities]	Indicator [KPI]	Target	Main outputs
#19 Implementation of the strategic cooperation framework with KICs beyond year 15	1 st wave of KICs remain financially sustainable and deliver impact	Monitoring and cooperation framework for first wave KICs developed under the Memorandum of Cooperation Grant Agreements under the MoC are implemented and monitored. Pre-financing made for 2025 grants. Evaluation and potential call 2026-2027	Strategic cooperation framework implementation Assessment report of pilot under the MoC in 2025 and decision and potential further calls or modification of the framework

Table 17

2.5 Enhancing the impact of the EIT Ecosystem

Objective: *EIT innovation ecosystem enhanced in the most impactful manner beyond the individual KICs creating added value for innovators and entrepreneurs*

Overarching KPIs:

1. Increased EIT core KPI values
2. Positive feedback from KICs and their beneficiaries

EIT Awards and EU Prize for Women Innovators

Objectives:

- *To implement the EIT 2025 Awards concept that will recognise the most promising innovators and entrepreneurs in Europe and also increase the EIT's visibility.*
- *To jointly organise the Prize for Women Innovators with the EIC and implement the Call for the dedicated EIT category.*

Based on lessons learnt from the 2023/4 EIT Awards process, the EIT will streamline the concept for the next edition, demonstrating the EIT Community's achievements and impact.

The Awards will raise the visibility of key EIT activities through a dedicated communication campaign and will also include the preparation of nominees, the involvement of a high-level jury for each Award category, the organisational aspects of the Award Ceremony, and the prize for the winners.

The EIT will also jointly organise the EU Prize for Women Innovators 2025 with the European Innovation Council (EIC) and implement the Call for the dedicated EIT category as well as launch the call for the 2026 edition.

More specifically:

Actions [main activities]	Indicator [KPI]	Target	Main outputs
#20 Implementation of the 2025 EIT Awards and the EU Prize for Women Innovators 2025 and launch of the 2026 call	Timely implementation of the 2025 EIT Awards competition based on lessons learnt	Successful preparation for the implementation of the EIT Awards 2025. Lessons learnt completed and concept for the next EIT Awards 2026 competition finalised in Q1 2026.	Process and communications campaign for 2025 EIT Awards winners selection and announcement delivered.
	Successful Joint organisation of the Women Innovators	Successful preparation for the implementation of the EIT Awards 2026, including	Process and communications campaign for 2025

	Prize with the EIC and implementation of the dedicated EIT category	the EIT women category under the EU Prize in 2025	EU Prize for Women Innovators together with EIC and launch of new call.
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Table 18

More detailed information is provided in [Annex XII](#).

EIT Alumni

In 2025, the EIT Alumni Community will implement its portfolio of services through knowledge sharing, training, and networking to bring clear added value to its members beyond each KICs' individual alumni communities. Priority areas include expansion of the EIT Alumni membership concept, attracting new participants from KIC activities, on-boarding members from the newer EIT KICs, contributing to EIT priorities including the New European Innovation Agenda.

The EIT will continue to steer the EIT Alumni Community in close cooperation with the EIT Alumni Board, and aim to continuously increase the involvement of alumni in EIT-supported activities. The EIT Alumni Community will be supported by a dedicated activity to strengthen its ability to deliver quality services to its members, ensure greater visibility of its activities, and increase the impact of its members. To ensure the Community's long-term financial sustainability, the EIT Alumni Board will finalise a sound business and financial model and reach out to potential partners and sponsors.

EIT Community Initiatives cooperation

The EIT Community cooperation fund focuses on priority areas where cooperation between KICs can multiply EIT impact and results, allow for thematic or administrative cooperation, and respond to EU policy priorities. The EIT Community cluster leaders are responsible for the planning of activities and operations (including information sharing) of the cluster in an open, transparent, and impartial manner, including decision making processes. Each of the EIT Community activities are of strategic nature, implemented by a lead KIC and closely supervised by the EIT. For 2025, there will be an additional funding allocation for EIT Community cluster activities, resulting in the EIT Community grant agreements amendment.

EIT Community activities are currently grouped in six clusters.

1. EIT Community Shared Services (Joint Audit Services, IT Common System, EIT House, EIT Hub Budapest, Joint CLCs, Partners on-boarding, Communication and dissemination).
2. EIT Community Strategic Outreach (Israel, UK, Silicon Valley, Global Platform).
3. EIT Community Strategic Regional Innovations (Jumpstarter, EIT Community Hub collaboration, Western Balkans, Ukraine and Moldova).
4. EIT Community Strategic Synergies (Artificial Intelligence, New European Bauhaus, Women Entrepreneurship and Leadership "Supernovas").
5. EIT Community Strategic Education (DTTI, EIT Youth, EIT Alumni, Virtual Campus, the Next Generation Innovation Talents scheme).
6. EIT Community Strategic Access to Finance (EIC, EIF enabling collaboration in relation to investments into innovative startups / scaleups supported by EIT KICs).

Global outreach

The objective in 2025 is to further strengthen the standing of the EIT among the global innovation community and contribute to EU international cooperation priorities in Science and Technology.

2025 will be the third full year of delivery on the updated EIT Global Outreach Strategic Framework. Under the supervision of the EIT Governing Board and in close coordination with the European Commission, the EIT will provide guidance and monitor its KICs to ensure that the programme deploys impactful international activities. By doing so, the EIT Global Outreach Programme (implemented via the EIT Community Strategic Outreach programme) will contribute to the EIT's strategic objectives while supporting European leadership and enhancing its impact in addressing key global challenges.

In addition, the EIT will continue to explore opportunities to engage with and build strategic partnerships in other countries beyond Europe (including Horizon Europe Associated countries) based on set priorities and available opportunities. International EIT Community cooperation plans and activities will clearly demonstrate their added value under the supervision of the EIT Governing Board and in compliance with the EU Global Approach on Research and Innovation.

Contribution to the New European Innovation Agenda – including the EIT Deep Tech Talent Initiative (DTTI)

2025 will be the third full year of the Initiative implementation, which aims to develop pan-European deep tech talent education framework. That means new skills development programme that can rapidly skill, re-skill, and up-skill at least one million talents over the next three years (2023-2025) within deep tech. This will broaden the labour force in Europe and encourage high-growth companies active in the deep tech fields to maintain and expand their operations within Europe and beyond. The EIT Community will build Pledge partnerships with public and private organizations, industry representatives and champions, academia and education providers, Member States, and other EU programmes and Agencies to support the development and roll-out of training programmes committed to the Initiative. The Deep Tech Talent Initiative Platform acts as a multiplier and aims to serve as the basis of sustainability. It is built as a long-term strategic tool to lengthen the Initiative's timeline beyond 2025. Its components and services are built with the engagement of its future users: pledgers and deep tech talents. A harmonisation activity will connect specific deep tech contents with other EIT Community tools, such as the EIT Campus.

Synergies and complementarities with other programmes

The objective in 2025 is to contribute to the overarching objectives of Horizon Europe on fostering growth and creating jobs by improving results, breakthrough technologies, services, and the sustainability of KIC operations through synergies and multiplication of successful activities across KICs.

The EIT and the EIT Community supported by the EIT will promote and facilitate synergies with EC Policy DGs and other EU programmes and bodies (notably but not exclusively Horizon Europe missions, DGs RTD, GROW, NEAR, CNCT, JRC, EISMEA, the European Structural and Investment Funds, Erasmus, Digital Europe Programme, InvestEU, Creative Europe, COSME, EUIPO, EPO, and the Copernicus Programme) for the integration of the Knowledge Triangle.

Actions	Indicator [KPI]	Target	Main outputs
#21 Strategic EIT Community activities	Additional results in strategic and thematic priority areas for the EIT and EU through EIT Community cooperation	Supervision and monitoring of EIT Community clusters All GAs Amendments signed by Q1 2025 for FA 2025 GA 2023-25 decommitments for GA 2023-25 are made in 2025 Q4 Call for EIT Community grants 2026-28 Selected GA are signed before end of 2025, and all GAs ready for signature by Q1 2026 2023-25 GA interim reports are assessed within 90 days	EIT Community portfolio monitoring as per the EIT Monitoring Plan Additional 2025 allocations decommitment for GAs 2023-25 are made Call for 2026-28 launched GB decision on funding allocation 2026-2028 Interim payments made to the KICs for 2023-25
#22 EIT Pillars Panels	Implementation of the individual EIT Pillar Panels covering Business Creation, Innovation, Education and RIS to enhance EIT impact and best practice sharing.	4 meetings for each Pillar Panel with relevant agendas Identifying potential, set up and follow up of synergies with key organisations of Horizon Europe Panels work programmes approved and implemented Priority actions implemented: Education Strategy, RIS venture booster and new KIC themes	Annual report on the work of the EIT Pillar Panels against agreed annual Pillar panel priorities and SPD priorities for each Pillar. Report from established synergies and achieved results of collaboration with EUIPO and EPO Updated Education strategy for 26-27 and 28 onwards. Concept for RIS venture booster

Actions	Indicator [KPI]	Target	Main outputs
#23 Horizon Europe pillar III synergies, EIC-EIT complementarity and synergies with EU programmes	Facilitation of an increased level of complementarity and concrete synergy actions between EIT other Horizon Europe programmes	Collaboration as per EIT-EIC Memorandum of Cooperation and agreed joint operational work plan, EIT-EIC Board level WG effectively supported. EC pillar III Director's meetings effectively supported Design concrete synergy actions with JRC, ERC, missions and European Partnerships.	Coordination of the agreed joint activities Joint Board WG EIC-EIT materials and action points Pillar III Directors materials and action points MoUs with other services
#24 New European Innovation Agenda	Timely and impactful implementation of the DTTI to train 1 million talents by 2025 Timely and impactful implementation of the Next Generation Innovation Talent Scheme	Timely implementation of the Initiative and achievement of milestones to ensure 1 million talents are trained by end 2025 Effective integration of existing deep tech skill related activities into the DTTI, including KIC specific programmes, Girls Go Circular and activities of existing KIC partners The Next Generation Innovation Talents Scheme in place	Number of talents trained according to the approved timeline and methodology and received EIT community tech talent certificate Next Generation Innovation Talent Scheme implemented
#25 Develop the EIT Alumni community	EIT Alumni community multiplies EIT impact and visibility	EIT Alumni Business Plan 2025 approved and contributes to EIT's objectives with clear strategy, membership policy, financial sustainability strategy and value creation, Via its Observer Role in the Alumni Board, EIT ensures	New EIT Alumni Strategy, FS plan and membership scheme and Governance in place Minutes of EIT Alumni quarterly Board meetings

Actions	Indicator [KPI]	Target	Main outputs
		that EIT Alumni strategy and governance reviewed, ensuring it represents the broader EIT Community and operates effectively and efficiently	
#26 EIT Global Outreach	Effective EIT Global Outreach in alignment with EU priorities and framework	Portfolio of EIT KIC global outreach activities is monitored, ensuring it is fully aligned with EIT Global Outreach Strategic Framework, including EIT community hubs and up-to-date mapping of EIT Community and KIC individual global outreach activities	Cross-KICs and individual global outreach KIC activities in line with EIT Global Outreach Framework

Table 19

3. EIT Governance and Communications

3.1 Effective EIT Governance and Management

Objectives:

- *The EIT develops and puts in place simplification measures to reduce its administrative burden, allowing it to focus on impactful activities.*
- *The EIT's ICF ensures the effectiveness, efficiency, legality, and regularity of operations of the EIT.*

Overarching KPIs:

1. Report on 2024 Internal Control self-assessment presented to the EIT Management
2. Mitigating measures proposed in 2024 and implemented in 2025 which address internal weaknesses
3. At least 90% of due open audit recommendations at institute level are implemented
4. Effectively conducted meetings of GB members including GB, ExCo, AC, AG meetings
5. CAAR 2024 and SPD 2026-2028 timely prepared.
6. EUAN agenda implemented

3.1.1 Strategy definition and coordination

EIT Governing Board meetings and EIT management

Objective: Efficient and effective strategy definition and coordination of the EIT.

- Determine the general EIT strategy and give the necessary impulse, direction, and co-ordination to policy definition, preparation, and implementation in accordance with the EIT strategic objectives and provisions set out in the Amended EIT Regulation, EIT Strategic Innovation Agenda (SIA), EIT Programming Document (SPD) and guidance provided by the EIT Governing Board with a view to coherently and consistently implementing the EIT mission.
- Ensure effective and efficient representation of the EIT's interests and strong involvement in internal deliberations, including Commission services as well as other external fora with a view to reinforcing the overall EIT strategy and activities hence benefitting EIT stakeholders at large.
- Inputs for preparation of new EIT Strategic Innovation Agenda for the new FP10.
- Provide support services (Secretariat) to the EIT Governing Board (GB) including the smooth running of and follow up to Governing Board and Executive Committee meetings as well as GB Working Group/Advisory Group meetings and advisory activities to the GB Chair, GB Members, and the Director.
- Provide Secretariat support to the EIT Member State Representatives Group (MSRG), including regular information provision and updates about EIT activities and results at national and EU level, facilitation of exchanges between the EIT Community and Representatives regarding KIC – national authorities/programmes collaboration and organisation, delivery, and follow-up to the MSRG meetings.

This activity includes all logistical preparations (travel, catering, meeting services), administrative file handling and preparation of supporting documents.

3.1.2 Planning, programming, reporting and audits

Objective: Ensure and enhance planning, monitoring, reporting as well as preparation and follow-up to audits.

To achieve this objective, the EIT implements an annual cycle of planning, monitoring, and reporting. These processes help the EIT deliver on its objectives by contributing to its overall strategy in an effective, timely, efficient, coherent, and accountable manner. Furthermore, the EIT will ensure the adequate preparation to and follow-up of audits by the European Court of Auditors, the Internal Audit Service of the Commission, and the past Internal Audit Capability of the EIT, including the implementation of actions to address open audit findings.

3.1.3 Internal Control

Objective: The objective of internal control and risk management activities is to ensure the effectiveness, efficiency, legality, and regularity of operations of the EIT.

According to the EIT Financial Regulation, the EIT budget shall be implemented in compliance with effective and efficient internal controls. The EIT implements the principles of its Internal Control Framework, which are applicable to all levels of management and designed to provide reasonable assurance of effectiveness, efficiency, and economy of operations, achieve reliability of reporting, safeguarded assets and information, and prevention, detection, correction, and follow-up on fraud and irregularities.

The risk management of the EIT is related to the legality and regularity of underlying transactions, accounting for the multiannual character of programmes, the transition to Horizon Europe, and the nature of concerned payments.

The EIT aims to close all due open audit recommendations on time and shall follow-up at least once per year on the status of their implementation, in line with the EIT's Internal Control Framework.

Actions	Indicator [KPI]	Target	Main outputs
#27 Effective and efficient conduct of EIT GB meetings, EIT management and EIT decision-making	Effective EIT Governing Board (GB), Executive Committee (ExCo), Audit Committee (AC), GB Advisory Group (AG) and management team meetings Timely approval of GB Decisions Effective EIT management	Effective and timely preparation and implementation of at least 4 regular GB meetings, 4 regular Executive Committee (ExCo) Meetings, 2 Audit Committee meetings, regular meetings of GB AGs. GB Decisions adopted in line with the strategic, operational and administrative needs and deadlines Effective mobilisation of GB Members in working and advisory groups Effective selection and onboarding of up to 4 new EIT GB members Launch of selection of new GB member who will be leaving the GB in 2026 Effective EIT management meetings and internal communications Effective and timely planning monitoring and reporting	GB, ExCo, AC, AG and Hearing agendas, minutes and decisions adopted and GB decisions published on the EIT website Agenda and Action Points of Advisory Groups Newsletters reports for the GB Finalised selection report of EIT GB members CAAR 2024 preparation SPD 2026-2028 preparation and approval Draft SPD 2027 – 2029 preparation Weekly management meetings 4 quarterly reviews conducted 4 all staff meetings organised
#28 Development of the EIT strategic input following mid-term review	EIT GB provides strategic input to the EU institutions for FP10	2 meetings of the ExCo dedicated to the EIT strategic contributions development EIT GB contribution to FP10	2 meeting minutes written contribution/ notes including the strategic outline contribution for the next MFF preparation

Actions	Indicator [KPI]	Target	Main outputs
#29 Effectively use EIT KIC Forum to resolve critical operational issues for the EIT KIC results and impact	The Forum tackles effective strategic issues faced by the EIT community	Forum meetings action point implemented in a timely manner Positive feedback from Forum meetings/ CEOs	4 Forum meetings
#30 Member State Representative Group (MSRG) contributes to EIT decision making	Effective MSRG positively contributing to EIT governance and increased visibility	Two annual meetings organised Opinions delivered to the GB in line with the EIT Regulation 75% positive feedback received via dedicated survey to MSRG MSRG Secretariat maintained throughout the year	Summary Record of Meetings published on EIT website MSRG Opinions Enhanced understanding of EIT's mission and activities by Representatives
#31 Cooperation with EU Agency Network and synergies, including outsourcing	Effective participation in EUAN, including the Troika 2023-2026, positively supporting the EUAN strategy implementation and benefit from shared services	Effective participation in the EUAN Troika with CEPOL in 2025 through the implementation of the priorities of the EUAN strategy and Assemblies Shared services pilot initiative with other EUAN members implemented	Troika coordination meetings minutes EUAN Assembly in Brussels in 2025 Shared Services pilot interim assessment
#32 Implementation and Coordination of the EIT Internal Control Framework and implementation of the MoU with DG EAC	Efficient and Effective internal control system	All Agency operational; financial and administrative SOPs are updated 90% of the baseline Internal Control indicators set for 2024 are met Critical risks are identified in the Annual Work Programme and action plans to address them are in place, review as part of the Annual Activity Report Maximum 3 re-current exceptions/internal control weaknesses reported in 2025	Updated SOPs Register of exceptions and non-compliance ICC Report 2025 Reports to EU institutions ECA and IAS audit action plans status reports Budgetary-financial reports, documents Information timely submitted to DG EAC Action points from the coordination calls with DG EAC implemented

Actions	Indicator [KPI]	Target	Main outputs
		Timely follow up of open audit recommendations. At least 90% of all audit action plans are implemented in time Timely reporting to EC, EP, ECA and Council Cooperation, submission of information/documents as per the MoU with DG EAC	
#33 Anti-fraud coordination	Efficient and effective implementation of the EIT's AF Strategy 2024 -2027	EIT 2024 -2027 Anti-Fraud strategy and action plan under implementation Follow up of recommendations from OLAF reports	EIT 2024 -2027 Anti-Fraud strategy and action plan implemented according to the plan Implementation of recommendations from OLAF reports Report to GB and EIT management on implementation of the EIT's Anti-fraud strategy and OLAF cases
#34 Implementation of EIT horizontal agendas	The EIT Gender Equality Plan and Sustainability Action Plan are effectively and efficiently implemented	KPIs for 2025 outlined in the EIT Gender Equality Plan are met. Timely and effective implementation of sustainability action plan, incl. priorities of building management, missions and mechanism to offset remaining emissions	Climate goal tracking report for the EIT and EIT Community Timely and quality input to annual reports for SPD and AAR Sustainability action plan reporting Offsetting action implemented

Table 20

3.2 Communications

Objective:

- Increase the recognition of the EIT as Europe's largest innovation ecosystem and a quality brand for innovation

- Raise the visibility of the EIT and its activities to stakeholders across the European innovation landscape
- Increase EIT Community visibility, information flow, and stakeholder engagement efforts at EU, national, regional and local level

Overarching KPIs:

1. EIT audiences and key stakeholders have better understanding of the EIT Community, its opportunities and achievements.
2. Increased number of beneficiaries of EIT Community activities along the innovation pipeline
3. Key stakeholders increase their support for the EIT mission, its objectives, and its activities

To achieve this objective, the EIT will roll out and implement its new communications strategy.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#35 Develop and manage EIT Communications Framework	Implementation of EIT Communication strategy and plan	Adoption of the annual Communication Plan Effective implementation of Specific Contracts and activities to deliver the plan Coordination and optimisation of EIT Community Communications Framework	Communications Annual Plan 2025 Monthly dashboard delivered for communications and engagement results Implementation of Communications and Events Framework and Specific Contracts, and communication coordination with KICs EIT Community Communication Guidelines and key messaging Update of Success Story Template and collection of Success Stories
#36 Coordination of Communications Channels and Tools	Increased awareness and understanding of the EIT, its activities and results among EIT audiences	Create engaging and impactful EIT content for distribution across relevant channels and tools Manage EIT website to ensure content is of high quality and up to date and to enhance the user experience and site visits	EIT key messages, LTTs, FAQs and materials (corporate presentation) Targeted newsletters to stakeholder groups, incl. 10 monthly activity reports to GB and Commissioners

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Strengthen EIT relations with media to increase EIT Community press coverage Boost following and engagement on EIT social media channels	EIT online publications including EIT Impact Report and corporate brochure Management and update of EIT Community results, opportunities and events on the EIT website to facilitate access to relevant information from the EIT Community Results dashboard development phase 1 Website content and multilingualism function in all EU languages available Press releases for key EIT and EIT Community announcements 2 press events organised 1 media placement campaign executed Response to all press queries Impactful social media posts Launch of creative campaigns to increase engagement
#37 Coordination of Engagement Channels and Tools	Build, maintain and strengthen relations with EIT stakeholders	Strengthen relations with external stakeholders through EIT participation in high-impact events and meetings in line with the Stakeholder Plan, with focus on the European Commission European Parliament and Council/Member States. Boost EIT visibility through organisation of targeted events for priority stakeholders	Briefings to support EIT GB members and EIT Director's staff participation in high-level events Bi-monthly EIT Community Event overview shared with the EC Organisation of the EIT Stakeholders Forum at the EIT House, annual EC services meeting as well as dedicated meetings in events in

Actions [main activity]	Indicator [KPI]	Target	Main outputs
			Member States and in Brussels. Bilateral meetings and exchanges with EU, national, regional and sectoral R&I stakeholders based in Brussels
#38 EIT NCP network	Further strengthen operations of EIT NCP network	EIT National Contact Point network enhanced and EIT NCP secretariat performs efficiently and effectively CSA awarded and concluded with the beneficiaries, prefinancing payment carried out in Q2 2025	EIT NCP network maintained with 2 in-person meetings CSA grant awarded

Table 21

3.3 Effective administrative services

Objective: *Ensure efficient delivery of high-quality administrative services in line with the applicable regulatory framework.*

Overarching KPIs:

1. Number of simplified procedures;
2. New IT tools in place which save time on administrative tasks
3. Outsourced activities leading to real efficiency gains

3.3.1 Human Resources

Objective: *The objective of human resource management is to ensure efficient support for staff in administrative matters, timely recruitment of highly skilled new staff, the efficient running of the appraisal and reclassification system, and the implementation of a learning and development policy for staff.*

This includes the following activities:

1. Recruit, develop, and retain highly-qualified staff and provide comprehensive human resource management services to ensure the effective and efficient functioning of the EIT, as well as the promotion of transparency and equal opportunities within the Institute
2. Provide reliable human resources planning and procedures
3. Implement appraisal and reclassification exercise
4. Continue to ensure the availability of highly qualified staff to meet the EIT's objectives
5. Support the professional development of staff and further strengthen their competency and skills base, as well as their efficiency
6. Ensure a high-quality working environment and promote equal opportunities
7. Ensure a sound framework for management and administration of the EIT's staff

3.3.2 Finance, Budget, Procurement and Accounting

The objective is to ensure the sound financial management, legality, and regularity of budget implementation at the EIT.

This will be achieved through the following activities:

1. Ensure accurate budget planning.
2. Ensure that budget implementation follows forecasts and results in high absorption of commitment and payment appropriations.
3. Provide compliant, effective, and efficient financial framework and procedures.
4. Provide compliant, effective, and efficient procurement system and procedures.
5. Ensure compliance with the EIT Financial Regulation and the relevant internal procedures.
6. Provide reasonably assured a true and fair view of the financial position of EIT in all material aspects.

3.3.3 ICT and Infrastructure

Management of Information and Communication Technologies (ICT)

Objective: Define, plan, set up, maintain, and develop high quality Information and Communication Technology (ICT) infrastructures, tools, and services so that the staff is adequately supported in their operation.

This will be achieved through the implementation of the IT Steering Committee agenda:

- Implementation of the IT master plan 2025 according to the ICT Strategy, ICT Policy, General Information Security Policy, IT Service Catalogue.
- Continue the implementation of the Cyber-Security Regulation by EC
- Outsourced L2 support under EIT FWC
- Improve adoption of PM2 and ITRM2 methodologies
- Training and awareness on Cyber Security and AI
- Support on external tools: e-Grants, KIC IT Tool, Business Intelligence
- Replacement of old equipment to new equipment
- Adoption of Emerging Technologies

3.3.4 Data Protection

Objective: The EIT will ensure that its activities are compliant with the applicable data protection rules.

This will be achieved through the following activities, in particular:

1. Continue implementation of the data protection action plan to ensure compliance with data protection rules
2. Involvement of the DPO in the set-up of new processes
3. Raising awareness among staff through trainings

3.3.5 Document Management

Objective: The EIT will implement the document management policies and practices which will ensure efficiency, improved business continuity, and will strengthen transparency and accountability.

The implementation of this objective is focused on several areas, including but not limited to:

- Recurrent update in consultation with the Commission of the relevant office policies regulating document management, archiving of paper-based and electronic documentation, access to documents etc.
- Continuous transition to online document management processes, from creation to archiving, including through adoption of all relevant Commission IT tools (e.g. SYSPER, e-Grants etc) and development of EIT-owned IT tools.
- Regular training of staff in document management and information security
- Maintaining IT staff dedicated to the document management function, as a minimum – Document Management Officer (DMO) and a Deputy DMO
- Other as relevant

3.3.6 Logistics and Building Management

Objective: To provide all staff with a functional, safe, and healthy working environment, an adequate level of logistics support, sufficient office supply stocks management, and a proper level of building security.

Prevention and protection at work: To build up staff awareness on health and safety measures, several trainings, and evacuation exercises will continue in the course of the year.

Security within the EIT: To enable the EIT to operate in a safe and secure environment by establishing health and safety measures and raising staff awareness of them.

3.3.7 Legal support

Objective: To provide legal support to the EIT operations to ensure a high level of compliance with the requirements of the EIT and HE legal framework

This will be achieved through:

- timely and effective handling of all legal requests by EIT management, complaints, and proceedings (via prioritised legal coordination table);
- legal review of EIT GB and EIT decisions and formal complaints;
- high level of awareness of EIT staff members of the EIT and HE legal framework

3.3.8 Sustainability of EIT administration

Objective: To effectively deliver the EIT contribution to EU climate targets and becomes carbon neutral through offsetting of its footprint.

This will be achieved through timely and effective implementation of sustainability action plan, including priorities of building management, missions and mechanism to offset remaining emissions

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#39 Procurement and contracting plan implementation	Procurement procedures completed in a timely manner and EIT contract portfolio managed according to sound financial management	Min 85% procurement procedures completed in line with the adopted procurement plan by end of Q4 2025 (subject to the initiation of the operational units) including 100% of the prioritised procurement procedures 2025 Procurement Plan is updated twice a year basis. 97% of procurement procedures without formal complaints/court cases Publication of contracts awarded in the previous year on the EIT website by end of Q2 2025 Procurement procedures up-to-date and high level of staff awareness Effective support and advice provided to OIAs	Contracts are registered in ABAC New procurement procedures are concluded in PPMT. Updated procurement plan Contracts concluded and implemented in line with procurement plan Total number of procurement procedures with complaints/court below 3% SOP and Procurement Guides on intranet Annual publication of list of contracts
#40 Expert management	Effective support across the EIT through the recruitment and deployment of independent experts managed smoothly and in a timely manner	Approx. 40 experts contracted in due time and in line with policy/ SOP Effective support to the relevant projects confirmed by EIT staff	Timely contracting, deployment and payment of experts. Application of the revised experts management policy and SOP
#41 Budget	High level of absorption of EIT funds	> 95% of non-grant commitment and > 90% payment appropriations absorbed by Q4 Effective budget reviews and amendments ABAC assets and effective functioning of Asset Retirement Committee to remove written off items	Quarterly budget implementation vs forecast reports per unit including reports on late payments and reporting to EC in line with MoU Budget amendments, transfers Regular budget

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#42 Finance	Legality and regularity of commitments and payments ensured	Up-to-date delegations and regular staff trainings Registration of minimum 95% of invoices and cost claims within 5 calendar days and registration of minimum 95% of commitment request within 2 working days Share of late payments is maximum 5 % Contribute to the validation of local system performed by DGBUDG by the deadline set Transition plan to SUMA implemented	Updated delegations Salary payments via PMO Regular Finance trainings Finance SOPs up-to-date Annual verification of ABAC access rights SUMA transition
#43 Accounting	EIT annual accounts adopted, without comments	Timely performance of accounting correspondent tasks Annual audit of accounts Ensure that inventory checks carried out before the end of the year and with >98% accuracy, updated	Quarterly accounting control report EIT accounts Report on annual inventory check (incl. IT) Asset Retirement Committee minutes and decision on write off
#44 Data Protection and document management	The EIT is fully compliant with Data Protection Regulations and effective system to implement the rules in its operations. Effective implementation of EIT Decision on Document management and Policy on archiving	DPO is designated and fully trained. Data Protection Action Plan is implemented, privacy statements and data protection records included in the EIT inventory prepared by the data controller with the support of the DPO. EIT data protection framework, incl. decisions up to date	Privacy statements and data protection records are published in the records register on the EIT website Data protection training for newcomers and to all staff ensured Access to document request addressed ARES and physical archives up to date. DM focal point network minutes

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Data breaches minimised and followed up in case they occur Timely response to access to documents requests Effective DMO in place, incl. effective handling of sensitive documents. Ensure proper maintenance of documentation, in ARES	
#45 Legal support	High level of compliance with the requirements of the EIT and HE legal framework	Timely and effective handling of all legal requests by EIT management, complaints, and proceedings (via prioritised legal coordination table) 100% legal review of EIT GB and EIT decisions and formal complaints High level of awareness of EIT staff members of the EIT and HE legal framework Monitoring of EIT trademark	Legal review of GB and EIT decisions and formal complaints Updated legal coordination table Provision of legal information and training to EIT staff members EIT trademark monitoring
#46 Building management	EIT premises in Budapest and EIT Liaison Office in Brussels run effectively and create a positive work environment	Effective overall maintenance of office space at EIT in Budapest and Brussels Efficient health and safety measures Staff work environment measures implemented Keep up to date the security and fire safety rules and provide training to the staff (e.g. first aid training and annual fire inspection drill) EIT security policy implemented	Effective office maintenance Reports on security incidents if needed, safety training to the staff. Work environment measures implemented EIT security policy implemented

Actions [main activity]	Indicator [KPI]	Target	Main outputs
#47 Ensure compliance with Staff Regulations	Effective and efficient adoption of provisions under the Staff Regulations All HR services are available efficiently and effectively for staff via e-services and related IT tools	Adopt implementing rules of the Staff Regulation within the deadlines Timely completion of appraisal (by Q2) and reclassification (by Q4) All HR processes are fully integrated in SYSPER, ARES and EIT Intranet, workflows and online forms adjusted Timely payroll and processing of individual rights and working conditions: Zero delays in the payroll process-Less than 2% error rate Timely processing of individual rights and working conditions	Overview table on implementing rules Decisions and implementing rules Finalised appraisal exercise and reclassification exercise SYSPER modules available (in particular roll out of appraisal and reclassification modules in Sysper) E-ticketing service tracker e-HR services for all forms and procedures Timely implementation of the payroll Timely implementation of individual rights and working conditions
#48 Attract and maintain high quality staff	EIT is fully staffed in line with its Establishment Plan Effective training, skill and competence development for EIT staff	Timely and compliant completion of staff selection procedures Publication of the vacancy notice within 6 weeks of a vacant post and completion of reserve lists within 4 months from the deadline for applications Effective onboarding and exit procedures for new staff and staff leaving the EIT. Effective and timely management of interim contracts Effective and time management of trainee contracts	Posts filled according to the adopted recruitment plan EIT vacancy notices and reserve lists Onboarding checklists and exit interview database Interims contracted in line with the organisational plan Trainees recruited in line with the organisational plan In-house training sessions completed according to the approved timeline indicated in the training plan Annual survey on staff well-being Competency Framework outline

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		90% of in-house training sessions provided according to plan All staff have training and development plans and implement them by 90% Competency Framework outline	
#49 Staff Committee	Involve staff committee efficiently and effectively in related policies (decisions, social policies)	Timely dialogue and consultation with SC in relevant staff-related policies Effective dialogue with staff committee on priority topics raised Priority measures agreed between the EIT staff committee and EIT management implemented	Staff committee opinions Social Policies on staff well-being Implementation of priority measures Number and quality of social activities implemented
#50 Social policies and work environment	Increased attractiveness and improved work environment for EIT staff	Timely and effective implementation of the schooling policy, and public transport policy Medical check-ups provided to staff on an annual basis and for new recruitments Social policies updated and implemented Timely planning and implementation of activities of the Social Committee	Update and implementation of social policies Schooling policy implementation Recruitment, ad hoc and annual medical checks. Social committee actions
#51 Provide adequate IT Governance and Management	Effective IT Services, governance and Management	Make general and individualised IT systems (hardware and software) permanently available to all staff as required and operate at a high level of efficiency and effectiveness	Available IT systems to all staff and external users 99.99% Annual Report of responsibilities for IT tools, ICT Strategy, Policies, SoP and functions to ITSC.

Actions [main activity]	Indicator [KPI]	Target	Main outputs
		Perform one annual satisfaction survey to all staff 90% assets monitored 90% maintenance operations done 4 ITSC meetings AI act implementation ensured	Reports on IT significant incidents, availability, Master Plan, Satisfaction Survey to ITSC Quarter Reports ITSC meetings to Management AI Large Language Models assessed and AI act implemented
#52 Ensure high level of IT security	Implementation of high level of Cybersecurity	Meet provisions of the Cybersecurity regulations incl. risk assessment in place Maturity assessment in place Compliance assessment in place Data Protection Impact Assessment in place Cybersecurity Plan in place Backup Plan in place Disaster Recovery Plan in place	Contribute to Risk register Identifying the Existing or future risks to ICC Report on Assessments, audits, phishing exercise, red team exercise, Penetration test, to ITSC Report on Backup and restore incidents to ITSC Report on Implementation of the Security Plan to ITSC

Table 22

Annexes

Annex I: Organisation chart of the Agency for year 2025



Annex II: Resource allocation per activity 2025 – 2027

Activity	2024			2025			2026			2027		
	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated
Increasing the impact of KICs and knowledge triangle integration	16	9	430,490,972	17	10	475,697,449	17	10	425,095,446	17	10	478,541,936
Supporting the innovation capacity of higher education	1	4	202,274	3	2	366,711	3	2	370,378	3	2	385,193
EIT cross-cutting activities	12	4	1,560,581	13	5 ¹⁹	1,862,439	13	5	3,095,050	13	5	3,218,852
<i>out of which Impact monitoring and evaluation</i>	6	2	1,357,148	5	1	1,339,150	5	1	1,957,979	5	1	2,036,298
<i>out of which synergies and complementarities with other programmes</i>	6	2	203,433	8	4	523,289	8	4	1,137,071	8	4	1,182,554
Strategy: Coordination and implementation	10	1	995,600	7	4	3,750,000	7	4	1,519,318	7	4	1,580,091
Administrative support and coordination (ADM)	6	10	11,329,136	6	11	10,373,054	6	11	11,230,967	6	11	12,010,201
Total:	45	28	444,578,563	46	32	493,912,092	46	32	441,231,159	46	32	495,736,273

¹⁹ Includes 1 SNE

Annex III: Financial resources 2025 – 2027²⁰

Table 1 – Revenue

General Revenues

REVENUES	2024	2025
	Revenues estimated by the Agency	Budget forecast
EU contribution	413,415,727	409,933,366
Other revenues	31,162,836	83,978,726
TOTAL REVENUES	444,578,563	493,912,092

REVENUES			General revenues						
		Executed Budget 2023	Estimated Budget 2024	Draft Budget 2025		VAR 2025 / 2024 (%)		Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast					
1 REVENUE FROM FEES AND CHARGES									
2 EU CONTRIBUTION			392,016,307	413,415,727	409,933,366	409,933,366	-0.84%	426,145,605	478,787,206
<i>- Of which assigned revenues deriving from previous years' surpluses</i>									
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)			35,929,271	14,492,964	83,978,726	83,978,726	479%	15,085,554	16,949,067

²⁰ All figures are indicative and may be subject to update of the Multi-Annual Financial Framework.

- Of which EEA/EFTA (excl. Switzerland)	35,929,271	14,492,964	11,273,168	11,273,168	-22%	15,085,554	16,949,067
- Of which candidate countries	<i>pm</i>	<i>pm</i>	72,705,559	72,705,559	100%		
4 OTHER CONTRIBUTIONS	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>				
5 ADMINISTRATIVE OPERATIONS	2,429,682	238,117					
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 61)	17,012	33,226					
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	430,392,272	428,180,033	493,912,092	425,706,534	-0.58%	441,231,159	495,736,273

EFTA:2025 rate is 2.75%.

Additional EU Funding: grant, contribution, and service-level agreement

REVENUES	Additional EU funding: contribution, grant and service level agreements						
	Executed Budget 2023	Estimated budget 2024	Draft Budget 2025		VAR 2025/2024 (%)	Envisaged 2026	Envisaged 2027
			Agency request	Budget forecast			
Additional EU funding stemming from grant agreements (FFR Art.7)							
Additional EU funding stemming from contribution agreements (FFR Art.7)	3,920,000	16,669,872	24,780,000	24,780,000	N/A	1,000,000	
Additional EU funding stemming from service level agreements (FFR Art. 43.2)							
TOTAL	3,920,000	16,669,872	24,780,000	24,780,000	N/A	1,000,000	

Table 2 – Expenditure

Expenditure	2024		2025	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 – Staff expenditure	9,557,994	9,557,994	8,806,805	8,806,805
Title 2 – Infrastructure and operating expenditure	1,771,142	1,771,142	1,566,249	1,566,249
Title 3 – Operational expenditure	433,520,770	452,246,912	483,539,038	415,624,544
TOTAL EXPENDITURE	444,849,905	463,576,047	493,912,092	425,997,598

EXPENDITURE	Commitment appropriations					
		Budget 2024	Budget 2025	VAR 2025/2024		

	Executed Budget 2023		Agency request	Budget forecast		Envisaged in 2026	Envisaged in 2027
Title 1 Staff Expenditure	8,334,906	9,557,994	8,806,805	8,806,805	-7.86	9,159,077	9,525,440
11 Staff expenditure	6,735,775	7,816,287	7,708,539	7,708,539	-1.38	8,016,881	8,016,881
12 External personnel	1,069,897	1,741,707	1,098,266	1,098,266	-36.94	1,142,197	1,142,197
Title 2 Building, equipment and associated costs	1,417,930	1,771,142	1,566,249	1,566,249	-11.57	1,628,899	1,694,055
21 Building, equipment and associated costs	317,217	674,597	392,714	392,714	-41.79	408,423	424,759
22 Information and communication technology	579,953	600,861	728,860	728,860	21.30	758,014	788,335
23 Miscellaneous expenditure	343,922	495,684	444,675	444,675	-10.29	462,462	480,960
Title 3 Operational expenditure	424,559,436	433,520,770	483,539,038.	483,539,038	11.54	431,996,819	449,276,691
31 KICs and knowledge triangle integration	421,519,281	431,144,420	478,519,888	478,519,888	10.99	426,726,903	443,795,979
32 EIT cross-cutting activities	1,807,454	2,361,500	5,019,150	5,019,150	112.54	5,219,916	5,428,713
33 Supporting the innovation capacity of higher education	75,750	14,850	pm	pm	-100.00	50,000	52,000
TOTAL EXPENDITURE	434,312,272	444,849,905	493,912,092	493,912,092	11.03	441,231,159	495,736,273

EXPENDITURE	Payment appropriations					
		Budget 2024	Draft budget 2025	VAR 2025/2024		

	Executed Budget 2023		Agency request	Budget forecast		Envisaged in 2026	Envisaged in 2027
Title 1 Staff Expenditure	7,805,672	9,557,994	8,806,805	8,806,805	-7.86	9,159,077	9,525,440
11 Staff expenditure	6,735,775	7,816,287	7,708,539	7,708,539	-1.38	8,016,881	8,337,556
12 External personnel	1,069,897	1,741,707	1,098,266	1,098,266	-36.94	1,142,197	1,187,885
Title 2 Building, equipment and associated costs	1,241,092	1,771,142	1,566,249	1,566,249	-11.57	1,628,899	1,694,055
21 Building, equipment and associated costs	317,217	674,597	392,714	401,492	-40.48	417,552	434,254
22 Information and communication technology	579,953	600,861	728,860	728,860	21.30	758,014	788,335
23 Miscellaneous expenditure	343,922	495,684	444,675	435,897	-12.06	453,333	471,466
Title 3 Operational expenditure	335,047,370	452,246,912	415,624,544.19	415,624,544.19	-8.10	436,589,727	445,224,170
31 KICs and knowledge triangle integration	333,101,419	449,777,374	413,050,249.19	413,050,249.19	-8.17	433,897,460	442,424,212
32 EIT cross-cutting activities	1,855,802	2,435,788	2,574,295	2,574,295	5.69	2,677,267	2,784,357
33 Supporting the innovation capacity of higher education	90,150	33,750	pm	pm	-100.00	15,000	15,600
TOTAL EXPENDITURE	344,094,134	463,576,047	425,997,598	425,997,598	--8.11	447,377,703	456,443,665

Table 3 – Budget outturn and cancellation of appropriations

EUR '000

Budget outturn	2021	2022	2023
Revenue actually received (+)	401,233	448,612	381,534
Payments made (-)	-399,203	-439,586	343,781
Carryover of appropriations (-)	-5,189	-4,061	21,785
Cancellation of appropriations carried over (+)	75	1,267	3,387
Adjustment for carryover assigned revenue appropriations from previous year (+)	3,386	2,477	1,660
Exchange rate differences (+/-)	-15	-32	-
Adjustment for negative balance from previous year (-)			
TOTAL	287	3,723	3,768

Annex IV: Human resources – quantitative information for 2025 – 2027

Table 1 – Staff population and its evolution; overview of all categories of staff

A. Statutory staff and SNE

Staff	Year 2023		Year 2024		Year 2025	Year 2026	Year 2027
ESTABLISHMENT PLAN POSTS	Authorised budget	Actually filled in as of 31/12/2023	Occupancy rate %	Authorized staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	40	39	97.5	40	41	41	41
Assistants (AST)	5	4	80	5	5	5	5
Assistants/Secretaries (AST/SC)	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL ESTABLISHMENT PLAN POSTS	45	43	95	45	46	46	46
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2023	Execution Rate %	Envisaged FTE 2024	Envisaged FTE 2025	Envisaged FTE 2026	Envisaged FTE 2027
Contract Agents (CA)	26	22	84.6	27	31	31	31
Seconded National Experts (SNE)	1	1	100	1	1	1	1
TOTAL EXTERNAL STAFF	27	23	85.2	28	32	32	32
TOTAL STAFF	72	66	91.7	73	78	78	78

B. Additional external staff expected to be financed from grants, contributions, or service-level agreements:

Human Resources	Year 2024	Year 2025	Year 2026	Year 2027
	Authorised FTE	Authorised FTE	Envisaged FTE	Envisaged FTE
Temporary Agents (TA)	0	0	0	0
Contract Agents (CA) –plus 3 contribution agreements.	2	3	3	3
Seconded National Experts (SNE)	0	0	0	0
TOTAL	2	3	3	3

C. Other Human Resources

- Structural service providers²¹

Intra-muros	Actually in place as of 31/12/2023
IT	1
Communications	4
Maintenance and reception	2

- Interim Workers

Interims	Actually in place as of 31/12/2023
Programme Management	5
Governance	3
Communications	1
Administration	4
Total interims	13

²¹ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature.

Table 2 - Multi-annual staff policy plan year 2025 - 2027

Category and grade	Establishment plan 2023		Actually filled in as of 31/12/2023		Establishment plan 2024		Envisaged 2025		Envisaged 2026		Envisaged 2027	
	officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	officials	TA
AD 16												
AD 15		0		0		1		1		1		1
AD 14		1		1		0		0		0		0
AD 13		0		0		0		0		0		0
AD 12		1		0		1		1		2		2
AD 11		2		2		3		3		3		3
AD 10		9		7		6		6		7		7
AD 9		10		11		11		11		12		12
AD 8		10		6		11		11		6		6
AD 7		6		7		5		5		6		6
AD 6		1		5		2		2		3		3
AD 5								1		1		1
Total AD		40		39		40		41		41		41
AST 11												
AST 10												
AST 9												
AST 8												
AST 7												
AST 6						1		2		2		2
AST 5		3		2		3		2		3		3
AST 4		1		2		1		1		0		0
AST 3		1		0		0						
AST 2												
AST 1												
Total AST		5		4		5		5		5		5
AST/SC 6												
AST/SC5												
AST/SC4												
AST/SC3												
AST/SC2												
AST/SC1												
Total AST/SC						5		5		5		5
TOTAL		45		43		45		46		46		46

- External personnel

Contract Agents

Contract Agents	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027
Function Group IV	13	13	13	16	21	21	21
Function Group III	13	9	9	10	10	10	10
Function Group II	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Function Group I	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL	26	22	22 ²²	26	31	31	31

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount as of 31/12/2023	FTE corresponding to the authorised budget 2025	FTE corresponding to the envisaged budget 2026	FTE corresponding to the envisaged budget 2027
TOTAL	1	1	1	1	1	1

²² Includes offer letters sent and accepted (2 FGIV and 1 FGIII) as of 31 December 2023.

Table 3 - Recruitment forecasts for 2025 following retirement/mobility or new requested posts (information on the entry level for each type of post: indicative table)

Job title at EIT	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group / grade of recruitment internal (brackets) and external (single grade) foreseen for publication		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Solar Academy CA		X			FGIV
CRM Facility, Advanced Materials, DG GROW		X			FGIV

Annex V: Human resources – qualitative information for 2025-2027

A – Recruitment policy

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	X		
Engagement of TA	Model Decision C(2015)1509	X		
Middle management	Model Decision C(2019)2542	X		
Type of posts	Model Decision C(2019)8800	X		

The EIT employs temporary agents, contract agents and seconded national experts. The EIT strives to recruit the most suitable professionals with the right mix of competencies to advance the organisational objectives. The selection procedures at the EIT follow the standards and principles in place in EU Institutions, including the EIT general implementing provisions of the Staff Regulations for Temporary Agents, Contract Agents and Seconded National Experts, also with a view to ensuring gender balance and geographical diversity. The new recruitment guide adopted in 2018 was updated in 2020 to incorporate the lessons learnt and align to HR best practices adapted to an EU institutional context.

Selection procedures at the EIT are carried out according to the following **principles in line with the EU Staff Regulations**:

Equal Treatment and non-discrimination

All candidates are offered the same opportunity to perform under the best conditions (e.g. the same scoring and assessment methodology is applied in the same way to all candidates; the same questions are asked to each candidate and written tests are marked anonymously).

Objectivity and Independence

The Selection Board assesses the merits of the candidates dispassionately, without pressure from any source whatsoever, in order to guarantee a high calibre of staff recruited. In exercising its independence, the Selection Board has regard to the principles of equal treatment of candidates and the duty of care and sound administration.

The Selection Board is nevertheless subject to the applicable vacancy notice, the Staff Regulations and the Conditions of employment of other servants of the European Communities, its Implementing Rules and the general principles of Community law as interpreted by the Court of Justice (legal compliance).

Impartiality (management of Conflict of interests)

The EIT has measures in place to ensure that any conflicts of interest issues are addressed and managed as swiftly as possible. This includes a declaration with reference to conflict of interest which Selection Board members are required to sign following the disclosure of applicant's names. In addition, the selection procedure at the EIT foresees that all assessment and scoring tools and methodologies, as well as interview and written questions are finalised before the names of candidates are revealed to the Selection Board.

Gender and geographical balance

The EIT aims to achieve gender balance at all levels of the organisation, always with due regard to ensuring that the most qualified candidates are pre-selected for inclusion on a reserve list. Following establishment of the reserve list, amongst other factors, such as motivation, fit to the role and team as well as behavioural skills, the EIT takes into account the gender balance factor. In addition, the EIT has

set-up challenging internal control indicators, namely, to aim for 50/50 ratio of its management staff in the current programming period.

Furthermore, it endeavours to maintain a geographical balance among staff recruited at the Institute, although this is difficult to fully achieve this due to the small size of the Institute and due to the low correction coefficient (75.5%) applied to the salaries in Budapest in 2024, which hampers recruitment from Member States where higher salaries can be attained. As specific measures to counter-balance these negative effects, the EIT uses the EIT Awareness Days and events in other Member States to encourage participants to apply for open positions at the EIT and strives to disseminate vacancy notices in different EU sources and social media channels. Furthermore, the EIT has signed cooperation agreements with international schools and kindergartens in Budapest to ensure that EIT remains an attractive employer for expatriates.

The EIT has also adopted the implementing rules on the engagement and use of temporary staff as well as contract staff, following the adoption of the new EIT Regulation in 2021, allowing for the first time the possibility for the EIT to offer indefinite contracts on the second renewal. This will also contribute to the attractiveness of the EIT, aligning its contract conditions to other EU agencies.

Transparency in the selection procedures by the EIT is ensured by the following measures:

Documentation of procedure: A recruitment guide, describing the principles and stages of the selection process, is handed out to each appointed member of a Selection Committee.

Clarity of procedure: the steps of the selection process are explained to candidates in the vacancy notice. The eligibility and selection criteria are also defined in advance and made known to applicants in the vacancy notice published for each selection procedure. In addition, a Guide for applicants is published on the EIT website.

Written track of decision-making: minutes of Selection Board meetings are drawn up by the HR section, and every decision is documented.

Confidentiality and Protection of Personal Data

The EIT ensures that candidates' personal data are treated according to Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 and gives pertinent instructions to Selection Board members to ensure respect with data protection rules. On their appointment, Selection Board members are required to sign a declaration with reference to confidentiality and independence, ensuring that all discussions, assessments, information and material collected, and candidate's personal data are kept strictly confidential at all times.

Recruitment of temporary agents and contract agents

The Recruitment procedures for temporary agents and contract agents include the following main steps:

- a) Publication of a vacancy notice managed via the EU CV online tool which is disseminated in various EU sources and social media channels.
- b) After the deadline for submission of applications, the Selection Board checks the applications against the eligibility criteria and then screens all eligible applications against the selection criteria specified in the vacancy notice, based on the qualifications and training, professional experience and motivation of the candidate in relation to the profile concerned. As per the EU Staff Regulations, the Staff Committee is always represented in the Selection Boards.
- c) The most suitable candidates for the position are then invited to a written test and an interview with the Selection Board, who will then carry out the assessment of the candidates

covering the specific competencies in the area of expertise, general aptitudes and language skills, where applicable.

- d) The Selection Board proposes the most suitable eligible candidates to be placed on a reserve list, which is submitted to the Appointing Authority of the EIT for approval. Reserve lists may be extended by decision of the EIT.
- e) Prior to being offered a post, candidates on a reserve list may be required to undergo further evaluation by the EIT (e.g. including a further interview).

Recruitment of Seconded National Experts

Regarding the recruitment of **SNEs**, the selection is carried out according to an open and transparent procedure, following the stages as described above for TA and CA. An additional element is that applications can be forwarded by the Permanent Representations and where provided for in the vacancy notice, by the EFTA Secretariat, the diplomatic missions of the non-member countries whose nationals are eligible for the secondment and the administrations of the IGO. Any secondment shall be authorised by the EIT Director and the SNE's employer by an exchange of letters.

External service providers

Regarding the tender procedure in case of **external service providers**, in case of justified need for external staff for the EIT, the EIT may rely on the following options:

External IT staff: In 2025 an ongoing EIT framework contract, concluded in 2024 with an IT service provider, following an open procurement procedure, is in place.

Interim staff: The EIT concluded a framework contract for the provision of interim staff services in August 2023, whereby, the EIT is able to request interim staff in four staff profiles (categories I-IV). Should the need arise for interim staff, the EIT will sign order forms to ensure the continuity of staff in the following situations:

- to replace staff member(s) in the event of maternity leave, long-term illness, parental or family leave, other long-term absences;
- to cope with peak periods of heavy workload, which require an additional workforce for a fixed period of time;
- to carry out, on a temporary basis, specific projects and/or tasks that require specific competencies that are not available within the EIT.

Recruitment grades

In order to recruit highly qualified and motivated staff, conditions at entry into service need to be attractive. **Entry grades**, as a general rule, are adapted to the type of function and tasks related to the profile in question. Depending on the function and the level of tasks, the EIT offers posts in line with the Staff Regulations, CEOS and Implementing Rules on the engagement and use of Temporary Agents: *"temporary agents shall be engaged in principle at the following entry grades: AST 1 to AST 4 for the function group AST, AD 5 to AD 8 for the function group AD"*.

In terms of **key functions**, the EIT has an AD14 Director post and recruits Heads of Unit in grade AD9, while the Chief Operating Officer/Heads of Operational Departments are placed in grade AD11. Officers with coordination functions are typically in grade AD6-AD9 and other project/programme officers are recruited as AD6. The legal officers and budget officer are in grades AD 6-AD 9.

B – Appraisal of performance and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of CA	Model Decision C(2015)9560	X		
Reclassification of TA	Model Decision C(2015)9561	X		

There was no reclassification system in place at the EIT between 2010 and 2014, as the first reclassification exercise was conducted in 2015. Therefore, the career progression at the EIT had been slower and the average durations in grade were typically longer than indicated by the multiplication rates set out in Annex I B of the Staff Regulations. In order to align the average career progression in the EIT with the multiplication rates of the Staff Regulation and the average seniority in grade of temporary staff reclassified on the basis of the last five reclassification exercises the EIT has been working towards this target in line with Annex I B of the Staff Regulations.

Table 1 - Reclassification of temporary staff/promotion of officials*

Average seniority in the grade among reclassified staff							
Grades	2020	2021	2022	2023	2024 ²³	Actual average over 5 years ²⁴	Average over 5 years (According to C(2015)9563)
AD05							2.8
AD06		2.90	3.91	2.02	7.96	4.2	2.8
AD07		3.50	3.00		3.33	3.28	2.8
AD08	2.00	2.44	2.50	3.09	3.00	2.61	3
AD09	2.25	2.00		4.25		2.83	4
AD10					3.5	3.5	4
AD11							4
AD12							6.7
AD13							6.7
AST 1							3
AST 2							3
AST 3							3
AST 4	4.00			2.00	3.00	3.00	3
AST 5					5.00	5.00	4
AST 6							4
AST 7							4
AST 8							4
AST 9							N/A
AST 10							5
AST/ SC 1							4

²³ To be updated in Q3 2024

²⁴ To be updated in Q3 2024

Average seniority in the grade among reclassified staff							
Grades	2020	2021	2022	2023	2024 ²³	Actual average over 5 years ²⁴	Average over 5 years (According to C(2015)9563)
AST/ SC 2							5
AST/ SC 3							5.9
AST/ SC 4							6.7
AST/ SC 5							8.3

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.202	How many staff members were reclassified in 2023	Average number of years in grade of reclassified staff members
CA IV	18			
	17	1	1	5.0
	16	2		
	15	1		
	14	2	1	2.7
CA III	13	3		
	12	1		
	11	1		
	10	5	1	3.3
	9	3		
CA II	8	1		
	7			
	6			
	5	1		
CA I	4			
	3			
	2			
	1			
Total		21	3	

C– Mobility policy

Mobility is encouraged for all staff, not limited to reassignment in the interest of the service. The mobility from horizontal units to operational units and vice versa is strongly recommended. Similar moves from horizontal to operational functions (and vice versa) within a given unit are also encouraged.

The EIT has developed its rules on the management of sensitive functions. In this context internal mobility will be considered on a case-by-case basis, as a potential mitigation measure depending on the risk involved in certain functions.

D – Gender representation and geographical balance

Table 1 - Data on 31/12/2023 statutory staff

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff		%	Staff %
Female	AD level			19	44.19	13	51.61 %	32	
	Assistant level (AST & AST/SC)			4	9.30%		6.45%	4	
	Total			23	53.49 %		59.06 %	36	
Male	AD level			20	46.51 %	6	41.93 %	26	
	Assistant level (AST & AST/SC)			0	0%		0%	0	
	Total			20	46.51 %		41.93 %	26	
Grand Total				43	100%	19	100%	62²⁵	100%

Gender representation - breakdown by contract type and category (as of 31/12/2023):

Gender	Category				TOTAL
	TA		CA	SNE	
	AST	AD	FG		
Male	0	20	6	1	27
Female	4	19	13		36
TOTAL	4	39	19	1	63

Table 2 Gender representation - Data regarding gender evolution over 5 years of the Middle and Senior management

		2019	2020	2021	2022	2023
Senior Management	Male	1	1	1	1	1
	Female	0	0	0	0	0
Middle Management	Male	3	3	4	5	4
	Female	1	1	1	1	3 ²⁶
Total Management		5	5	6	7	8

²⁵ One SNE should be also counted

²⁶ One ad interim female middle management

E – Geographical balance - breakdown by contract type and category (as of 31/12/2023):

Nationality	AD+CA FGIV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		Total	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
BG	3	6.00			3	4.83
BE	1	2.00			1	1.61
CZ	1	2.00			1	1.61
DE	3	6.00			3	4.83
EL	2	4.00			2	3.22
ES	2	4.00			2	3.22
FIN		0.00				0.00
FR	1	2.00	1	8.33	2	3.22
HR		0.00	1	8.33	1	1.61
HU	18	36.00	9	75.00	27	43.55
IT	1	2.00	1	8.33	2	3.22
LT	1	2.00			1	1.61
LV	1	2.00			1	1.61
MT	1	2.00			1	1.61
NL	2	4.00			2	3.22
PL	4	5.56			4	6.45
PT	2	4.00		0	2	3.22
RO	2	4.00		0	2	3.22
SK	4	8.00		0	4	6.45
SV		0.00		0		0.00
IE	1	2.00		0	1	1.61
TOTAL	50	100%	12	100%	62²⁷	100%

Table 2 Geographical balance - Evolution over 5 years of the most represented nationality in the EIT

Nationality	2019	2020	2021	2022	2023
Hungarian	26	28	26	27	30
%	39%	43%	41%	42%	46%

²⁷ And one SNE (PL) should be also counted

F – Schooling

Agreement in place with the European School(s) - N/A				
Contribution agreements signed with the EC on type I European Schools	Yes		No	X
Contribution agreements signed with the EC on type II European Schools	Yes		No	X
Number of service contracts in place with international schools and kindergartens:	15 MoUs			
Description of any other solutions or actions in place:				
As part of its social policy for staff, the EIT has signed a total of 7 MoU's with Budapest International schools and 11 MoU's with Budapest International kindergartens/nurseries. The international schools include American International School of Budapest, British International School North Anglia, International School of Budapest, Deutsche Schule, Lycée Français, Britannica International School and SEK International School. The kindergartens include English Garden, Kid's Kiosk, Sasadi, Gyerekgarazs Naturvarazs, Fondation du Lycée Français de Budapest, American International School of Budapest, American International School of Budapest, Deutsche kindergarten, A to Z and Happy Kids. The schooling and kindergarten social policy of the EIT has been fine-tuned in several occasions , in order to make the process simpler, whilst still meeting the needs to increase EIT competitiveness, fair treatment of staff by increasing the access of EIT staff dependent children to a larger choice of higher quality education, and at the same time taking into consideration the respective EIT budget limitations according to the formula for estimation of annual financial threshold laid down in the kindergarten and school social policy. According to the EIT kindergarten and schooling social policy, the annual ceiling for the contribution of the EIT to the costs of the kindergartens and schooling fees and transportation costs is revised on annual basis. The annual ceiling for the school year 2024/2025 for EIT's contribution to the costs of kindergartens/pre-education establishments, schooling fees and transport costs is as follows: 1. The ceiling for the EIT contribution to the schooling fees for the school year 2024/2025 is EUR 25,077.71 and for school transport is EUR 6,402.40 2. The ceiling for the EIT contribution to the kindergarten fees for the period between September 2024 and August 2025 is EUR 15,039.37 and for the kindergarten transport is EUR 2,305.2.				

Annex VI: Environment management

The EIT actively contributes to impactful environment management by taking environmentally conscious measures regarding its HQ premises and staff:

- The EIT office building has a LEED SILVER certificate issued by US Green Building Council.
- In the period of 2025-2007, it is planned keep on a reduced level the emissions related to business travels. In 2023, the EIT reached the objective to reduce travels at least 40% compared to 2019. This target achieved through an increase of online meetings and events, interviews of prospective candidates as well as controlling the business travels of staff, currently by budget consumption.
- The EIT has phased out the use plastic water bottles or paper cups and has installed water filtering machines, thus reducing their use by 100%. The EIT aims to further reduce paper use in the office through the introduction of electronic paperless systems (i.e. Sysper, ARES, Bluebell among those already in use).
- The EIT has set the target of reducing electricity use by 30% through the utilisation of energy saving office equipment. The EIT purchases Energy Star labelled computers, copiers, printers, kitchen equipment. The continuous increase in the number of virtual meetings also contributes to the achievement of the set target.
- The EIT incentivises its staff members to also contribute to the reduction of CO2 emissions via targeted social policies, such as the use of public transport rather than cars (by subsidising public transport tickets).
- The EIT sustainability committee (SUSCO) was set up in 2022 to coordinate the greening of the EIT, including the coordination and implementation of the GHG reduction activities, organising staff awareness activities related to sustainability and GHG emission calculation and reporting. It is to be continued in the period 2025-2027.
- Since 2022 the EIT is an active member of the EUAN Greening Sub Network to create a conducive environment towards more sustainability for the EU Agencies. In 2024, the EIT started chairing this sub-network and in 2025 will still be part of the Toika.
- In 2023, the EIT calculated the GHG gas emissions for its premises (the main office in Budapest and the Liaison office in Brussels). The Bilan Carbone Clim'Foot tool was used, which is compliant with the Directive 2003/87/EC of the European Parliament and of the Council and gives internationally acknowledged and comparable result with other institutions. In 2023, based on the result of the calculation, the action plan was set up to reduce the carbon footprint, focusing on the area where the biggest impact can be archived and searching for reliable offsetting opportunities to compensate the residual part of its emission. The action plan implementation is continuous.
- The GHG emissions of the agency is calculated annually and reported . The priority of the annual action plan on the reduction activities is revised. The KIC LEs (Knowledge Innovation Communities legal entities) will be encouraged to reduce their carbon footprint, calculate, and report .

As a granting authority responsible for the monitoring of KIC actions, the EIT:

- Adopted the Simplified Impact Framework in the Decision 08/2022 of the Governing Board of the EIT, in which two medium term KPIs track the societal impact of the KIC activities:

- The EIT grant invested in climate action, biodiversity, clean air, digital transformation, health, and sustainable development

The following indicators shall be reported:

- The EIT Grant for activities related to climate action, biodiversity, clean air, digital transformation, health
- The EIT Grant for sustainability development related activities (SDGs)

The indicator will be estimated on the basis of the “RIO markers” methodology developed by OECD. The values (0%, 40%, 100%) will be reported at portfolio level.

- Impact of KICs on achieving Sustainable Development Goals - This indicator will assess the impact that KICs had through their activities on achieving the specific SDGs. Each KIC will provide the following information:
 - A list of SDGs on which the KIC had an impact during the year
 - Type and strength of the impact: strong positive impact; slightly positive impact; no impact; slightly negative impact; strong negative impactExplanations about the impact will be provided.

The EIT has committed to becoming carbon neutral and introduced in the Annual Work Programme the provisions to have an adequate tracking mechanism for its carbon footprint and allocated financial resources to offset accordingly. This provides the tools for the EIT’s shift towards carbon neutrality.

Annex VII: Building Policy

	Name, location and type of building	Name, location and type of building
	EIT Seat Infopark “E” office building, Budapest, Neumann Janos u. 1/E Hungary	EIT Liaison office Brussels, Rue Guimard 7 Belgium
Surface area (in square meters): - of which office space - of which non-office space	2,955.67 sqm - 2,423.55 sqm - 532.12 sqm	124 sqm until 31 st December 2024 - 100 sqm - 24 sqm 516 sqm after 1 st January 2025 - 503 sqm - 13 sqm
Annual rent (in EUR) Host country support	Approximately: 580,560 EUR (2,806 sqm) The Hungarian Government covers the rental costs of 2,806 sqm for 20 years starting from 2009.	Until 31 st December 2024 Approximately: 28,834.35 EUR From 1 st January 2025 Approximately: 146,531.24 EUR
Type and duration of rental contract	Fixed term contract for 2,806 sqm, from 1.12.2009 to 11.30.2029	Fixed term contract for 9 years until 30.09.2027

Annex VIII: Privileges and immunities²⁸

Privileges and immunities of the EIT office based in Budapest

1. Privileges in regard to fiscal and customs treatment:
 - a. The EIT, its assets, revenues and other property are exempt from all direct taxes. The latter applies to property and assets that are owned by the EIT, or leased/rented by it, or otherwise made available to it.
 - b. The EIT is exempt from excise duties, sales charges and other indirect taxes on substantial purchases of goods and services for official use.
 - c. The EIT is not exempted from in respect of taxes and dues which amount merely to charges for public utility services.
 - d. The EIT is exempt from all customs duties, prohibitions and restrictions on imports and exports on articles intended for official use, as well as on its publications.
2. Other privileges
 - a. Flag and emblem – the EIT is entitled to display its flag and emblem on its premises and on its vehicles used for official purposes.
 - b. Public services – the Government shall ensure that the EIT is supplied with public services necessary for performing its functions with priority equivalent to that granted to the essential governmental agencies.
3. Immunities
 - a. Inviolability of premises– the premises of the EIT, irrespective of ownership, are inviolable, respectively – exempt from search, requisition, confiscation or expropriation
 - b. Inviolability of documentation – archives and official correspondence of the EIT, and documents pertaining to its possession and intended for official use are inviolable.,
 - c. Inviolability of communication – the Government of Hungary should provide for inviolability and lack of censorship of all official communication and correspondence to/from the EIT
 - d. Protection of premises – the protection of the premises of the EIT is a responsibility of the Government of Hungary,

Privileges and immunities of the EIT Director and statutory staff

1. Privileges in regard to fiscal and customs treatment
 - a. Salaries, wages and emoluments paid by the EIT directly or by the European Union to the EIT staff are exempt from national taxes.
 - b. Value Added Tax on goods and services purchased by the EIT staff is reimbursed within the first two years of their tenure with the EIT and up to an annual financial ceiling of HUF 600,000 approximately EUR 1,500.
 - c. EIT staff is released of customs fees and duties on their personal property, including motor vehicles for personal use, upon their initial transfer to Hungary to take their duties with the EIT, within 12 months of their official arrival to Hungary.
 - d. EIT staff is exempt of the compulsory contributions to the local social system, unless they would opt to be included on a voluntary basis.
 - e. The above privileges are applicable mutatis-mutandis to the members of the EIT staffs' households.

²⁸ As per Host Agreement signed between the EIT and the Government of the Republic of Hungary on 23.03.2010

- f. The EIT Director and the members of his/her household are granted with privileges and immunities as granted to heads of diplomatic missions and members of their households as per the Vienna Convention on Diplomatic Relations of 18.04.1961.
 - g. Exemption of taxation is granted also on remuneration, honoraria, emoluments, allowances and other payments made by the EIT to the members of its Governing Board and to its Seconded Experts.
 - h. Limitation of immunities: The immunity granted to any person on the basis of the Host Agreement, but it shall not apply to traffic offences, and it shall not extend to civil action by a third party for damages, including personal injury or death, arising from a traffic accident caused by such a person.
- 2. Other privileges
 - a. Entry and stay – the Government shall take all necessary measures to provide the entry to stay in, and exit from the country, as needed, to all categories of persons as indicated above.
 - b. Employment – members of the household of EIT staff are entitled to work on the local labour market without a work permit.

Annex IX: Monitoring and Evaluations

Impact Framework

In 2025, the EIT will continue implementing its Impact Framework (<https://eit.europa.eu/library/eit-simplified-impact-framework>) as part of the monitoring and evaluation system of the EIT and its innovation communities. Apart from **societal and economic impacts and respective impact indicators**, the Impact Framework integrates all the other levels in the EIT/KIC impact pathways: **short-term and medium-term results and respective KPIs, in line with the Horizon Europe key impact pathways**. The Impact Framework implementation will further strengthen the EIT impact-focused approach to delivering world-class solutions to targeted societal challenges. It will allow measuring, through an accurate and credible process, the EIT contribution to innovation, knowledge triangle integration, economic development, and societal challenges, thus demonstrating the impact of the EIT investment. Subsequently, the outcomes of this process will feed into EIT decisions on future investment in KICs and strategic steering.

Thus, the EIT Impact Framework will continue to serve in 2025 as a major tool for the following important functions:

- **Strategic impact-led planning:** The KICs will design activities as part of their Business Plans for achieving the strategic objectives and KPI impact and annual targets defined in their Strategic Agendas (2021 – 2027).
- **Performance monitoring and evaluation:** Data will be collected, analysed and monitored for each level in the impact pathway to be able to assess and demonstrate the contribution of KIC activities/projects to the systemic changes later, i.e. data for outputs, then for short-term and medium-term results and, finally, impact data. This data will be used to assess whether the activity, EIT, or KIC performance is on track or changes/interventions in the activity plan will be needed to ensure the envisaged systemic impact is achieved at a later stage. Collecting data at each of the lower levels of the impact pathway (i.e. outputs, short/medium-term results) will provide credible evidence on performance and, crucially, on whether a particular intervention has achieved or is achieving its desired outcomes. Data collected against short to medium-term KPIs will form the basis of the performance monitoring whereas data collected against medium to long-term (impact) KPIs will be the basis of KIC evaluations.
- **Performance-based investment:** A set of core KPIs related to results, an integral part of the Impact Framework, will inform the EIT Governing Board's decisions on future KIC financing allocations. This will ensure alignment of the funding mechanism with achieved results and, respectively, KICs' progress towards the long-term strategic targets (impact indicators).

Monitoring

In line with its legislation and the EIT Monitoring and Evaluation Strategy (2022-2027), the EIT will perform continuous monitoring and periodic evaluations of the output, results, and impact of the KIC, including their progress towards financial sustainability, as well as horizontal requirements such as cost-effectiveness of operations and openness to new members. These will then feed into important EIT Governing Board (GB) decisions on corrective measures with respect to the KICs when appropriate, and on the continuation of the EIT's support and future collaboration with the KICs in line with the EIT GB – Supervision Framework of KICs. In addition, the data collected through monitoring and evaluations will help adapt activity implementation, day-to-day management including management

of risk, and the EIT Community's decisions related to effective implementation processes and governance and resolving challenges associated with these processes.

In 2025, monitoring and evaluation of the KICs will be a key source of information about KIC performance measured through the KPIs in the Horizon Europe key impact pathways and the EIT Impact Framework. As such they will serve the following critical functions:

- constitute the key means of **supervision** and serve as a basis for the **intervention measures** by the EIT and its GB
- feed into the **strategic guidance and decision-making** related to improving KIC governance and performance and impact focus
- identify **risks** related to KIC's effectiveness incl. impact, efficiency and added value, and inform risk mitigation
- serve as the basis for **performance-based funding allocations**
- facilitate the EIT's timely access to information additionally to the KICs Business Plans at portfolio level, complementing the EIT capacity to supervise and provide strategic and operational guidance to the KICs
- help the EIT and KICs **learn** how to improve their activities and approaches, exchange good practices and lessons learned.

In 2025, periodic, continuous and reinforced monitoring will be implemented as per the *Principles for KIC financing, monitoring and evaluation, adopted in 2021, the EIT Monitoring and Evaluation Strategy adopted in 2022 and the EIT Multi-annual Monitoring Plan (2023-2027) adopted in 2022 and updated in 2024.*

Evaluations

On the basis of continuous monitoring of the KICs, the EIT will, under the supervision of the GB, launch in 2025 the seven-year comprehensive assessment of the 4th wave of KICs (EIT Manufacturing and EIT Urban Mobility) that will be finalised by Q3 2026 and will cover the SUGA and the first six years of the KIC's partnership agreement (2019-2025). The assessment will evaluate the progress made against the KPIs in the EIT Impact Framework and the KIC's targets as set in its initial proposal, Partnership Agreement, Strategic Agendas, and Business Plans.

The assessment will be based on the respective methodology adopted by the EIT GB in 2022²⁹ and will be conducted by independent external experts/consultants, supervised by the EIT. It will lead to conclusions on the KIC's impact and decisions for a future course of action. In case of positive outcomes of the comprehensive assessment, the KIC Partnership Agreement can be extended for a further period of up to seven years following a consultation with the European Commission and the MSRG.

On the other hand, in the event that the assessment shows **inadequate progress** in areas referred to in Article 10 of the EIT Regulation or a lack of Union added value, this will be taken into account for future grant allocations and, when needed, the GB will adopt appropriate corrective measures in accordance with the EIT GB – Supervision Framework of KICs.

The results will be made publicly available, communicated to the European Parliament and Council, and reported to the strategic coordinating process for European Partnerships. They will then take the

²⁹ Ref. Ares (2022) 4807548-20/06/2022

results of these evaluation activities systematically into account when planning, adjusting, or revising their interventions.

Also, the EIT will conduct an impact study to provide a strategic assessment of the economic and societal impact generated by the first eight KICs by 2025 in the areas and sectors of their societal challenges. The study will be mainly focused on the KIC's impact. EIT added value and financial sustainability. It will build on relevant assessments to date focussing on selected societal impact and the EIT's unique features such as financial leverage, jobs, employment and building innovation ecosystems.

Annex X: Strategy for the organisational management and internal control

The EIT, as an entrusted body implementing EU Budget ensures proper management and control mechanism (in accordance with Article 36 of the EU Financial Regulation) and provides a level of assurance from their systems at least equivalent to the Commission one.

The European Commission has adopted on 19/04/2017 (C(2017) 2373 Final) a revised Internal Control Framework (ICF) to better reflect today's ever-changing environment and to allow its services the necessary flexibility to adapt to their specific characteristics and circumstances while ensuring a robust internal control with a consistent assessment. Since 2020, the EIT implements its new Internal Control Framework³⁰ by adopting, *mutatis mutandis*, the Commission framework, which consists of **five internal control components** (Control environment, Risk assessment, Control activities, Information and communication and Monitoring activities) and **17 principles** based on the COSO 2013 Internal Control-Integrated Framework.³¹ They are the building blocks that underpin the structure of the Internal Control Framework and allow the management to stay focused on the EIT pursuit of its operational and financial objectives. The five components are interrelated and must be present and effective at all levels of the organisation for internal control over operations to be considered effective. The EIT performed in early 2024 a reassessment and update of its internal control KPIs in regard to the monitoring of the assessment cycles in next several years, which is aimed at strengthening the internal controls in the office and addressing more efficiently possible weaknesses in the systems that need to be addressed in the medium- to long-term run. The updated KPI system was successfully tested in the annual assessment of the EIT internal controls for the year 2023. In 2025 the EIT will perform the EIT internal control assessment of the year 2024, with the aim to identify any gaps and further improve its organisational management. In September 2024 EIT adopted its Risk Management Policy and Procedure, which broadened the risk definition by introducing "risks with positive potential impact" defined as "opportunities" in addition to the "risks with negative potential impact" defined as "threats". Subsequently EIT performed its annual risk assessment exercise and identified its "highest risks". The latter are defined as risks with high probability and potential impact, positive or negative, regarding the implementation of EIT's programme and mandate. Here-below is the snapshot report of EIT's highest risks as at October'2024.

³⁰ GB Decision 01/2020 from 31/01/2020, ARES(2020)616311

³¹ The full text of the Internal Control-Integrated Framework is available at www.coso.org.

EIT Higher Threats 2024									
Key risk	Risk type	SPD activity and objective affected	Likelihood (Low 1-2 Medium 3 High 4-5)	Impact (1 minimal, 2 significant, 3 serious, 4 severe, 5 extreme)	Residual risk level (Low 1-2 Medium 3 High 4-5)	Risk response	Action plan summary		
							Description	Owner	Deadline
T1. Insufficient human resources might lead to non-implementation of core elements of EIT Annual Work Programme and / or disruption of business continuity (critical)	People and Organisation	Effective EIT Governance and Management	5	4	4	Mitigate	1. Allocation of sufficient resources for key priorities 2. Recurrent optimisation of human resources vs needs and priorities of EIT 3. Recruitment plan timely endorsed in accordance with the foreseen EIT needs for the next 12 months and implemented 4. Timely planning for contracting interim staff to support implementation of the AWP	EIT Director	Recurrent
T2. KICs do not progress towards the achievement of their strategic objectives, due to non-alignment with EIT, or fraud, or other factors, and as such delivering on EIT's strategic objectives is threatened (critical)	Legality and Regularity	Effective supervision, monitoring, and evaluation strategy and plan to maximise EIT KIC impact, operational delivery and ensuring that EIT KICs become financially sustainable	4	5	4	Mitigate	1. Strictly apply and implement the EIT GB Supervision framework for KIC 2. Implement Grant Assurance Strategy, Monitoring and Evaluation Strategy and annual plans, incl. ex-post audits and KIC reviews 3. Recurrent guidance provided to KICs, including in the Task Force Simplification and its working groups 4. Implement Anti-Fraud Strategy and Action Plan	OPS-KICs (Operations 1)	Recurrent

EIT Higher Threats 2024									
Key risk	Risk type	SPD activity and objective affected	Likelihood (Low 1-2 Medium 3 High 4-5)	Impact (1 minimal, 2 significant, 3 serious, 4 severe, 5 extreme)	Residual risk level (Low 1-2 Medium 3 High 4-5)	Risk response	Action plan summary		
							Description	Owner	Deadline
T3. A cyber-attack might have a severe impact on the organization’s business continuity by causing data loss, data not being available and service disruptions in the short or longer term. These incidents may also have an impact on an organization’s reputation and may slow down or even halt certain activities. (very high)	Legality and Regularity	Efficient and effective IT services supporting EIT operations and administrations as well as security enhancement	4	4	4	Mitigate	1. Periodic security review/Audits (CERT-EU, ENISA, ECA, External Partners) 2. Continuous End-point security protection on all EIT equipment 3. Annual penetration testing of critical information systems (vulnerability tests) 4. Annual phishing Exercise to all EIT 5. Local backups and replication to Disaster Recovery Site, as per defined on the IT Backup Plan 6. Data Protection Impact Assessment 7. Annual IT Security Awareness Session to all EIT 8. CERT-EU Cybersecurity crisis management 9. EIT as member of EUAN/IICB can directly benefit from best practices and contribute to EU cybersecurity policies.	Administration / IT	Recurrent

EIT Higher Opportunities 2024									
Key risk	Risk type	SPD activity and objective affected	Likelihood (Low 1-2 Medium 3 High 4-5)	Impact (1 minimal, 2 significant, 3 serious, 4 severe, 5 extreme)	Residual risk level (Low 1-2 Medium 3 High 4-5)	Risk response	Action plan summary		
							Description	Owner	Deadline
O1. Synergies - the synergies that EIT aims at might contribute to strengthening its presence and role in the innovation space.	External Environment	Ensure an effective and compliant grant management implementing the HE, EIT Regulation, and SIA provisions	3	4	4	Exploit	1. Extract data, findings and conclusions from the 5 HE reports and the case studies that can be useful for communication purposes (by expert/s in communication) 2. Prepare infographics, other visuals and communication materials for publication (by expert/s in communication)	OPS2/HoU IE	Recurrent
O2. Horizon Europe and other evaluations being positive about the EIT and the KICs - an opportunity to showcase the EIT's highlights	External Environment	Increasing the impact of the EIT Community and Ecosystem	3	4	4	Enhance	Address this opportunity in the EIT Future Strategy	OPS1/HoS ME OPS2/HoU COMMS	Recurrent
O3. Capitalise on the findings of the Horizon Europe evaluation that the EIT KICs provide valuable expertise and support for industry and local universities, serving as trusted entry points for innovation and act as "spiders in the web", connecting	Planning Processes and Systems	Increasing the impact of the EIT Community and Ecosystem	3	4	4	Enhance	Address this opportunity in the EIT Future Strategy	EIT Management Team	Recurrent

EIT Higher Opportunities 2024									
Key risk	Risk type	SPD activity and objective affected	Likelihood (Low 1-2 Medium 3 High 4-5)	Impact (1 minimal, 2 significant, 3 serious 4 severe, 5 extreme)	Residual risk level (Low 1-2 Medium 3 High 4-5)	Risk response	Action plan summary		
							Description	Owner	Deadline
stakeholders and building trust between them									
O4. The conclusion of the Horizon Europe evaluation that the EIT KICs are well-positioned in less developed regions, operating in local languages, provides an opportunity to continue to expand the regional and local outreach of the EIT and the KICs by establishing EIT RIS Hubs that offer customized support to address local and national needs and reinforce the unique qualities of each region	Planning Processes and Systems	Increasing the impact of the EIT Community and Ecosystem	3	4	4	Enhance	Address this opportunity in the EIT Future Strategy	EIT Management Team	Recurrent
O5. Collaborate with the EIE (an continue collaborating with EIC) to reinforce the building of a pan-European innovation	Planning Processes and Systems	Increasing the impact of the EIT Community and Ecosystem	4	4	4	Exploit	Address this opportunity in the EIT Future Strategy	OPS2/HoU IE	Recurrent

EIT Higher Opportunities 2024									
Key risk	Risk type	SPD activity and objective affected	Likelihood (Low 1-2 Medium 3 High 4-5)	Impact (1 minimal, 2 significant, 3 serious 4 severe, 5 extreme)	Residual risk level (Low 1-2 Medium 3 High 4-5)	Risk response	Action plan summary		
							Description	Owner	Deadline
ecosystem that leverages regional strengths and addresses specific needs (outcome of the HE interim evaluation)									
O6. Operational efficiencies - transition to "lump sum" in grants might lead to considerable efficiency gains.	Planning Processes and Systems	Ensure an effective and compliant grant management implementing the HE, EIT Regulation, and SIA provisions	3	4	4	Exploit	1. Encourage KICs in piloting lump sum calls with amounts higher than 60,000€ per project/subgrantee. 2. Supporting KICs in their first lump sum calls to ensure compliance 3. Monitor the possibility of extending lump sums to a wider types of projects/areas.	OPS1/HoU GI	30 June 2025
O7. Operational efficiencies due to Introduction of SUMMA	Planning Processes and Systems	Budget, Finance, Accounting function	3	5	4	Enhance	With the introduction of SUMMA the EIT finance colleagues will increase their professional knowledge as regards budget, finance and accounting. Furthermore, the system used will provide unified reliable data in a systemised way.	HoS FIN	31/12/2026

Annex XI A: Plan for grant, contribution, and service-level agreements

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
Grant agreements										
1. EIT Digital MoC 2025	Q1 2025		1 year	EIT Digital	Implementation of the MOC KIC activities					
						Number of CA	0.5	N/A	N/A	
						Number of SNEs	N/A	N/A	N/A	
2. EIT Climate-KIC MoC 2025	Q1 2025		1 year	EIT Climate-KIC	Implementation of the MOC KIC activities					
						Number of CA	0.5	N/A	N/A	
						Number of SNEs	N/A	N/A	N/A	
3. EIT InnoEnergy MoC 2025	Q1 2025		1 year	EIT InnoEnergy	Implementation of the MOC KIC activities					
						Number of CA	0.5	0	0	
						Number of SNEs	N/A	N/A	N/A	
4. EIT Health Business Plan 2023-2025	2 June 2023	EUR 160,024,833.85	3 years	EIT Health	Implementation of the KIC's Business Plan		TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
5. EIT RawMaterials Business Plan 2023-2025	4 April 2023	EUR 150,517,769.00 (to be amended in Q1 2025)	3 years	EIT RawMaterials	Implementation of the KIC's Business Plan		TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
6. EIT Food Business Plan 2023-2025	13 April 2023	EUR 194,057,397.00 (to be amended in Q1 2025)	3 years	EIT Food	Implementation of the KIC's Business Plan		TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
7. EIT Urban Mobility Business Plan 2023-2025	10 March 2023	EUR 141,219,766.48 (to be amended in 2025)	3 years	EIT Urban Mobility	Implementation of the KIC's Business Plan		TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
8. EIT Manufacturing Business Plan 2023-2025	31 March 2023	EUR 119,780,232.74 (to be amended in Q1 2025)	3 years	EIT Manufacturing	Implementation of the KIC's Business Plan		TBC	N/A	N/A	
						Number of CA	0.75	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
9. EIT Cross-KIC Shared Services 2023-2025	17 May 2023	EUR 16,934,311.75 (to be amended in Q1 2025)	3 years	EIT Digital	Joint services of KICs (audit services, joint communication and		TBC	N/A	N/A	

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
					dissemination, joint offices of KICs)					
						Number of CA	0.5	0.5	0	
						Number of SNEs	N/A	N/A	N/A	
10. EIT Cross-KIC Strategic Outreach 2023-2025	27 June 2023	EUR 7,145,000.00 (to be amended in Q1 2025)	3 years	EIT Health	Joint KIC activities in their hubs outside EU		TBC	N/A	N/A	
						Number of CA	0.5	0.5	0	
						Number of SNEs	N/A	N/A	N/A	
11. EIT Cross-KIC Strategic Regional Innovations 2023-2025	17 April 2023	EUR 8,129,911.81 (to be amended in Q1 2025)	3 years	EIT Health	Joint implementation of the EIT RIS agenda		TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A
12. EIT Cross-KIC Strategic Synergies 2023-2025	13 April 2023	EUR 11,609,368.73 (to be amended in Q1 2025)	3 years	EIT Food	Joint implementation of the cross-cutting synergies		TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A
13. EIT Cross-KIC Strategic Education 2023-2025	04 April 2023	EUR 25,025,000.00 (to be amended in Q1 2025)	3 years	EIT RawMaterials	Joint implementation of the EIT Education agenda		TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
14. EIT Cross-KIC Strategic Access to Finance 2023-2025	04 April 2023	EUR 2,471,486.00 (to be amended in Q1 2025)	3 years	EIT Manufacturing	Joint collaboration with EIC and EIF		TBC	N/A	N/A	N/A
						Number of CA	0.5	0.5	0.5	0
						Number of SNEs	N/A	N/A	N/A	N/A
15. HEI	04 April 2023	EUR 79,853,967.07	3 year	EIT RawMaterials	EIT Higher Education Institutions (HEI) Initiative		TBC	N/A	N/A	
						Number of CA	1			
						Number of SNEs	N/A	N/A	N/A	
16. EIT Culture & Creativity Business Plan 2024-2025	December 2024	25,000,000 (planned)	2 years	EIT Culture & Creativity	Implementation of the KIC's Business Plan		TBC	N/A	N/A	
						Number of CA	0.5	0.75	0	
						Number of SNEs	N/A	N/A	N/A	
Contribution agreements										
1. EBA Contribution Agreement	Signed on 20 December 2021	EUR 10,200,000	3 years	European Commission, DG Employment	Support of the European Battery Alliance Academy	EUR 10,200,000	1 MEUR	N/A	N/A	
						Number of CA	0.1	N/A	N/A	
						Number of SNEs	N/A	N/A	N/A	
2. European Solar Academy Contribution Agreement	Signed on 1 December 2023	EUR 9,000,000	4 years	European Commission, DG GROW	Support of the European Solar Academy	EUR 9,000,000	2.45 MEUR	2.45 MEUR	2.45 MEUR	

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
	(amended on 10 April 2024)									
						Number of CA	0.5	0.5	0.5	
						Number of SNEs	N/A	N/A	N/A	
3. European Raw Materials Academy Contribution Agreement	September 2024	EUR 10,000.000	3 years	European Commission, DG GROW and DG RTD	Support of the European Raw Materials Academy	EUR 10,000.000	3.33 MEUR	3.33 MEUR	3.33 MEUR	
						Number of CAs	0.3	0.3	0.3	
						Number of SNEs	N/A	N/A	N/A	N/A
4. European Advanced Materials Academy Contribution Agreement	September 2024	EUR 10,000.000	3 years	European Commission, DG RTD	Support of the European Advanced Materials Academy		3.33 MEUR	3.33 MEUR	3.33 MEUR	
						Number of CAs	0.3	0.3	0.3	
						Number of SNEs	N/A	N/A	N/A	N/A
5. Critical Raw Materials Facility Contribution Agreement	September 2024	EUR 6,000.000	3 years	European Commission, DG INTPA	Develop and integrate sustainable raw materials value chains between the EU and selected natural resource-rich partner countries		2.0 MEUR	2.0 MEUR	2.0 MEUR	

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
						Number of CAs	0.3	0.4	0.3	
						Number of SNEs	N/A	N/A	N/A	N/A
6. Innovate Together call Contribution Agreement	September 2024	EUR 2,000.000	2 years	European Commission, DG RTD	Support the implementation of the Innovate Together call		1.0 MEUR	1.0 MEUR		
						Number of CAs	0.5	0.5		
						Number of SNEs	N/A	N/A	N/A	N/A
Total contribution agreements						Amount	13.11 MEUR	12.11 MEUR	11.11 MEUR	
						Number of CA	3	3	N/A	
						Number of SNEs	N/A	N/A	N/A	
Service-level agreements³²										
1. 01. SLA with DG Budget	20.09.2018	EUR 127,000.00 / year + consumption	Tacit renewal automatically on a yearly basis	European Commission DG Budget	Setup and maintenance of ABAC, the associated supporting services and the Accounting Officer's services.	Amount				
						Number of CA	0.1	0.1	0.1	0.1
						Number of SNEs	N/A	N/A	N/A	N/A
02. SLA with TRC	08.03.2012	As per consumption based on	Tacit renewal automatically on a	The Translation Centre for the Bodies of the	Translation of documents, revision of translations,	Amount				

³² The list of the most important SLAs

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
		applicable annual price lists.	yearly basis.	European Union (TRC)	editing of source texts.					
						Number of CA	0.1	0.1	0.1	0.1
						Number of SNEs	N/A	N/A	N/A	N/A
03. SLA with DG HR	22.01.2018	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	European Commission DG HR	The provision of services, goods or works in the field of HR in form of human or financial resources.	Amount				
						Number of CA	0.2	0.2	0.2	0.2
						Number of SNEs	N/A	N/A	N/A	N/A
04. SLA with Publications Office	20.12.2011.	As per consumption based on applicable annual price lists.	Valid until termination.	Publications Office of the European Union	Provision of publications-, Official Journal-, EUR-Lex, TE-Dd and SIMAP-related services.	Amount				
						Number of CA	0.1	0.1	0.1	0.1
						Number of SNEs	N/A	N/A	N/A	N/A
05. SLA with PMO	09.11.2018.	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	The Office for the Administration and Payment of Individual Entitlements of the European Commission (PMO)	Services related to administering sickness, accidents, occupational disease, unemployment, pension, salaries, individual	Amount				

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
					entitlements, mission expenses, visa services, etc					
						Number of CA	0.2	0.2	0.2	0.2
						Number of SNEs	N/A	N/A	N/A	N/A
06. MOU with ERCEA	07.11.2016	EUR 15,000.00 (subject of annual revision)	Tacit renewal automatically on a yearly basis.	European Research Council Executive Agency (ERCEA)	The cost of services by using Speedwell and BlueBell IT Tools.	Amount				
						Number of CA	0.2	0.2	0.2	0.2
						Number of SNEs	N/A	N/A	N/A	N/A
07. MoU - DIGIT 00673-00	15.12.2015	EUR 11,750.00	Tacit renewal automatically on a yearly basis.	European Commission Directorate General for Informatics (DIGIT)	ICT procurement services	Amount				
						Number of CA	0.1	0.1	0.1	0.1
						Number of SNEs	N/A	N/A	N/A	N/A
08. SLA with DG SG	21.12.2019	As per consumption based on applicable annual price lists.	Tacit renewal automatically on a yearly basis.	European Commission Secretariat General	Provision of "HAN" services.	Amount				
						Number of CA	0.1	0.1	0.1	0.1

	General Information					Financial and HR impacts				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N 2025	N+1 2026	N+2 2027	N+3 2028
						Number of SNEs	N/A	N/A	N/A	N/A
08. SLA with FRA	01.04.2023	69K EUR + indexation	Tacit renewal automatically on a yearly basis.	European Union Agency for Fundamental Rights	Accounting Services	Amount				
						Number of CA	0.2	0.2	0.2	0.2
						Number of SNEs	N/A	N/A	N/A	N/A

Annex XI B: Grants 2025

Additional 2025 grants to be awarded under Grant Agreements 2023-2025 to the second, third, fourth and fifth wave of KICs³³, and grants to be awarded to the second, third, fourth and fifth wave of KICs under Grant Agreements 2026-2027

Basic act:

Regulation on the European Institute of Innovation and Technology³⁴ ("EIT Regulation (recast)")

Legal basis:

- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation");
- Title VIII Grants of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198(c) of the EU Financial Regulation authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly, which is the case for the KICs, and Article 196(2) concerning the eligibility start of the action.

Budget line: 3110 KIC grants

Objectives to be fulfilled, expected results and description of the activities:

In line with Article 7(1) of the recast EIT Regulation, KICs under Partnership Agreement (i.e. second, third, fourth and fifth wave KICs) will undertake in particular:

- innovation activities and investments with European added value, including facilitating the creation of innovative start-ups and the development of innovative businesses in complementarity with the EIC and InvestEU, fully integrating the higher education and research dimensions to attain a critical mass and stimulating the dissemination and exploitation of results;
- innovation-driven research, experimentation, prototyping, and demonstration in areas of key economic, environmental, and societal interest and drawing on the results stemming from Union and national research, with the potential to strengthen the Union's competitiveness at the international level and find solutions for the major challenges faced by European society, including those relating to health and the digital market;
- education and training activities in particular at masters and doctoral level, as well as professional training courses, in areas with the potential to meet future European socio-economic and socio-ecological needs and which expand the Union's talent base, promote the

³³ KICs under Memorandum of Cooperation may also participate in Cross-KIC and HEI Initiative activities in 2025.

³⁴ Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

development of innovation-related skills, the improvement of managerial and entrepreneurial skills and the mobility of researchers and students, and foster knowledge-sharing, mentoring and networking among the recipients of EIT education and training activities, including those that are EIT-labelled;

- actions as part of the pilot on supporting HEIs to better integrate into innovation value chains and ecosystems and bringing them together with other key innovation players from the knowledge triangle and thereby improve their innovation and entrepreneurial capacity;
- outreach activities and the dissemination of best practices in the field of innovation with a focus on development of cooperation between higher education, research and business, including the service and financial sectors, and, where relevant, public and third sector organizations;
- RIS activities, fully integrated into the KICs multiannual strategy and linked to the relevant Smart Specialisation Strategies in order to strengthen the innovation capacity and to develop sustainable innovation ecosystems with a view to decreasing the disparities and divide in innovation performance across the Union;
- seeking synergies and complementarities between KIC activities and existing European, national and regional programmes, in particular the EIC, other European Partnerships and Missions under Horizon Europe, where appropriate;
- mobilising funds from public and private sources. KICs shall in particular seek to raise an increasing proportion of their budget from private sources and from income generated by their own activities;
- providing on request information on research and innovation outputs and results, and related intellectual property rights, developed under the KICs activities and on the relevant inventors.

A) In line with the '*Invitation to request the amendment of KIC Business Plans 2023-2025 and of the Cross-KIC activities 2023-2025 (Invitation 2025)*'³⁵, the following types of activities (i.e. topics) may receive additional funding for 2025:

- Business Plan 2023-2025 activities
- Cross-KIC activities 2023-2025 (shared services and strategic activities)

B) Additionally, the EIT will launch an *Invitation for KIC Business Plans 2026-2027 and Cross-KIC activities 2026-2027* in May 2025, under which the first grants may already be awarded in December 2025. The implementation of these grant may continue until 2028.

Entities eligible for funding:

In accordance with the Horizon Europe Work Programme 2023-2025³⁶, in order to be eligible for funding, **the applicants must be established in one of the eligible countries**, i.e.:

- the Member States (MS) of the European Union (EU) including their outermost regions
- the Overseas Countries and Territories (OCTs) linked to the Member States³⁷
- eligible non-EU countries:
Countries associated to Horizon Europe³⁸

³⁵ Launched in May 2024.

³⁶ https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2023-2024/wp-13-general-annexes_horizon-2023-2024_en.pdf

³⁷ Entities from Overseas Countries and Territories (OCT) are eligible for funding under the same conditions as entities from the Member States to which the OCT in question is linked. See the Horizon Europe Programme Guide on the portal for a complete list of OCTs.

³⁸ Please see the Horizon Europe Programme Guide on the Funding and Tenders Portal for up-to-date information on the current list of and the position for Associated Countries:
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf

Certain low- and middle-income countries³⁹

Legal entities, which are established in countries not listed above will be eligible for funding when their participation is considered essential for implementing the action by the EIT.

Specific eligibility criteria apply for the different topics (Business Plans, Cross-KIC activities), as indicated in the specific invitations.

In line with the Horizon Europe Work Programme 2023-2025, the following restrictions still apply:

- **Legal entities established in Russia, Belarus, or in non-government controlled territories of Ukraine** — Given the illegal invasion of Ukraine by Russia and the involvement of Belarus, there is currently no appropriate context allowing the implementation of the actions foreseen in this programme with legal entities established in Russia, Belarus, or in nongovernment controlled territories of Ukraine. Therefore, even where such entities are not subject to EU restrictive measures, such legal entities are not eligible to participate in any capacity. This includes participation as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties (if any). Exceptions may be granted on a case-by-case basis for justified reasons. **Measures for the protection of the Union budget against breaches of the principles of the rule of law in Hungary** — Following the [Council Implementing Decision \(EU\) 2022/2506](#), as of 16 December 2022, no legal commitments can be entered into with Hungarian public interest trusts established under the Hungarian Act IX of 2021 or any entity they maintain. Affected entities may continue to apply to calls for proposals. However, as long as the Council measures are not lifted, such entities are not eligible to participate in any funded role (beneficiaries, affiliated entities, subcontractors, recipients of financial support to third parties, etc.). In addition, as a new Horizon Europe requirement, participants must not fall under the **restrictions for the protection of European Communication networks**, as laid down in the Horizon Europe [Work Programme 2023-2025, General Annexes, Point B – Eligibility, page 7](#), as follows: “The protection of European communication networks has been identified as an important security interest of the Union and its Member States⁴⁰. In line with the Commission Recommendation on the cybersecurity of 5G networks of 2019⁴¹ and the subsequent report on EU coordinated risk assessment of the cybersecurity of 5G networks of 2019,⁴² the EU Toolbox on 5G cybersecurity,⁴³ the second report on Member States’ progress in implementing the EU toolbox on 5G cybersecurity of 2023,⁴⁴ and the related Communication on the implementation of the 5G cybersecurity toolbox of 2023,⁴⁵ the Commission together with the Member States has worked to jointly identify and assess cyberthreats and security risks for 5G networks.⁴⁶ The toolbox also recommends adding country-specific information (e.g. threat assessment from national security services, etc.). This work is an essential component of the Security Union Strategy and supports the protection of electronic communications networks and other critical infrastructures.

³⁹ See the Horizon Europe Programme Guide on the Funding and Tenders Portal for a complete list of these countries.

⁴⁰ European Council conclusions of 1 and 2 October 2020 (EUCO 13/20), point 11; Council Conclusions on the significance of 5G to the European Economy and the need to mitigate security risks linked to 5G, 14517/19.

⁴¹ Commission Recommendation (EU) 2019/534 of 26 March 2019 Cybersecurity of 5G networks, L 88/42.

⁴² NIS Cooperation Group, Report on EU coordinated risk assessment of the cybersecurity of 5G networks, 9 October 2019.

⁴³ NIS Cooperation Group, EU Toolbox on 5G Cybersecurity, 29 January 2020.

⁴⁴ NIS Cooperation Group, Second report on Member States’ progress in implementing the EU Toolbox on 5G Cybersecurity, June 2023.

⁴⁵ Communication from the Commission: Implementation of the 5g cybersecurity Toolbox, Brussels, 15.6.2023 C(2023) 4049 final.

⁴⁶ Within the NIS framework NIS 1 + 2 [Directive - 2022/2555 - EN - EUR-Lex (europa.eu)]

Entities assessed as “high-risk suppliers”, are currently set out in the second report on Member States’ progress in implementing the EU toolbox on 5G cybersecurity of 2023⁴⁷ and the related Communication on the implementation of the 5G cybersecurity toolbox of 2023⁴⁸.

The toolbox also underlines that further developing European capacities in the area of 5G and post-5G technologies by leveraging EU Research & Innovation Funding programmes is a strategic risk mitigating measure. This entails the need to avoid the participation of high-risk supplier entities in the development of other technologies linked to the evolution of European communication networks to prevent technology transfer and the persistence of dependencies in materials, semiconductor components (including processors), computing resources, software tools and virtualisation technologies, as well as related cybersecurity.

In order to protect the specific policy requirements of the Union and/or its Member States, it is therefore appropriate that the following additional eligibility criteria apply to actions identified as “subject to restrictions for the protection of European communication networks” and to proposals within the MSCA part⁴⁹ that concern the evolution of European communication networks (5G, post-5G and other technologies linked to the evolution of European communication networks):

Entities that are assessed as high-risk suppliers of mobile network communication equipment (and any entities they own or control) are not eligible to participate as beneficiaries, affiliated entities and associated partners.

The assessment is based on the following criteria:

- likelihood of interference from a non-associated third country, for example due to:
 - the characteristics of the entity’s ownership or governance (e.g. state-owned or controlled, government/party involvement);
 - the characteristics of the entity’s business and other conduct (e.g. a strong link to a third country government);
 - the characteristics of the respective third country (e.g. legislation or government practices likely to affect the implementation of the action, including an offensive cyber/intelligence policy, pressure regarding place of manufacturing or access to information).
- (cyber-)security practices, including throughout the entire supply chain;
- risks identified in relevant assessments of Member States and third countries as well as other EU institutions, bodies and agencies, if relevant.

Exceptions may be requested from the granting authority and will be assessed case-by-case, taking into account the criteria provided for in the 5G cybersecurity toolbox, the security risks and availability of alternatives in the context of the action.”

The above indicated new restriction shall apply to third parties receiving financial support too.

Indicative award criteria:

- 1) **Business Plan activities:** Excellence, Impact, Quality and efficiency of implementation based on the following specific award criteria:

⁴⁷ NIS Cooperation Group, Second report on Member States’ progress in implementing the EU Toolbox on 5G Cybersecurity, June 2023.

⁴⁸ Communication from the Commission: Implementation of the 5G cybersecurity Toolbox, Brussels, 15.6.2023 C(2023) 4049 final.

⁴⁹ Doctorial Networks, Postdoctoral Fellowships, Staff Exchanges, Cofund.

- Progress in implementing the multiannual strategy (financial sustainability, impact, good governance, openness)
- Level of financial sustainability achieved
- Impact achieved measured by EIT core KPIs
- Business Plan amendment proposal

2) **Cross-KIC activities** (shared services and strategic activities): Excellence, Impact, Quality and efficiency of implementation

A) Following the hearings in November 2024, the EIT Governing Board has taken a decision on the **additional maximum EIT financial contribution for the Business Plans 2023-2025 and Cross-KIC activities 2023-2025**, subject to the adoption of the 2025 EIT budget following the adoption of the 2025 EU budget. The Director will take the award decisions concerning the grants.

B) Following the hearings in November 2025, the EIT Governing Board will take a decision on the **maximum EIT financial contribution for the Business Plans 2026-2027 and Cross-KIC activities 2026-2027**, subject to the adoption of the 2025 and 2026 EIT budgets following the adoption of the 2025 and 2026 EU budgets. The Director will take the award decisions concerning the grants.

Indicative amount of the additional award:

The EIT may award up to **EUR 134 million** to the KICs.

Maximum possible rate of co-financing:

EIT funding is provided in line with the maturity of KICs and **co-financing requirements** aligned with the EIT SIA 2021-2027.

Additionally, as indicated in the EIT Strategic Agenda 2021-2027, some KICs' activities, due to their specific nature, might need extra incentives to be performed. To this aim, the EIT Governing Board has decided to apply more favourable funding conditions for Cross-KIC activities and RIS activities.

Eligibility date:

In accordance with Article 196(2) of the EU Financial Regulation, a grant may be awarded for an action which has already begun, provided that the applicant can demonstrate the need for starting the action prior to the signature of the grant agreement. In such cases, costs incurred prior to the date of submission of the grant application shall not be eligible.

KIC Partnership Agreements:

The actions are implemented through grants awarded, in accordance with Article 91 of the Framework Financial Regulation.

The following KIC Partnership Agreements provide the basis for 2023-2025 / 2024-2025 Grant Agreements:

1. KIC Partnership Agreement with EIT Health Knowledge and Innovation Community Legal Entity (EIT Health e.V.), signed on 20 May 2021⁵⁰, and amended on 26 December 2022⁵¹.
2. KIC Partnership Agreement with EIT RawMaterials Knowledge and Innovation Community Legal Entity (EIT RawMaterials GmbH), signed on 19 May 2021⁵², and amended on 16 December 2022⁵³.
3. KIC Partnership Agreement with EIT Food Knowledge and Innovation Community Legal Entity (EIT Food IVZW), signed on 19 May 2021.
4. KIC Partnership Agreement with EIT Urban Mobility Knowledge and Innovation Community Legal Entity (EIT KIC Urban Mobility SL), signed on 19 May 2021.
5. KIC Partnership Agreement with EIT Manufacturing Knowledge and Innovation Community Legal Entity (EIT Manufacturing ASBL), signed on 19 May 2021.
6. KIC Partnership Agreement with EIT Culture & Creativity Knowledge and Innovation Community Legal Entity, signed on 21 June 2024.

Grant agreements:

The following model grant agreement (MGA) will be used: [general-mga_horizon-euratom_en.pdf \(europa.eu\)](https://general-mga.horizon-euratom.europa.eu)

Indicative timetable for the 2025 additional grants:

Activity	Indicative deadline
GB decision on the principles for the determination of the EIT financial allocation criteria for the additional funding allocation 2025	March 2024
Invitation to request the amendment of KIC Business Plans 2023-2025), of the Cross-KIC activities 2023-2025	May 2024
Submission of the Business Plan / Cross-KIC amendment requests	September 2024
GB decision on the allocation of the maximum additional financial contribution	November 2024
Signature of Grant Agreements 2023-2025 amendments	February/March 2025

Indicative timetable for the 2026-2027 grants:

Activity	Indicative deadline
GB decision on the principles for the determination of the EIT financial allocation criteria for the funding allocation 2026-2027	March 2025

⁵⁰ Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252)

⁵¹ Ares(2023)241215

⁵² Decision 21/2022 on the extension of the Partnership Agreement with EIT Health and EIT RawMaterials (ref. Ares(2022)4797252)

⁵³ Ares(2022)8820021

Activity	Indicative deadline
Invitation to request the KIC Business Plans 2026-2027, of the Cross-KIC activities 2026-2027	May 2025
Submission of the Business Plan / Cross-KIC proposals	September 2025
GB decision on the allocation of the maximum financial contribution	November 2025
Signature of Grant Agreements 2026-2027	December 2025 - March 2026

Eligible costs for equipment, infrastructure, and other assets

According to the Horizon Europe MGA (see Article 6.2.C.2), as a default option (Option 1) in terms of cost eligibility, the depreciation costs of equipment, infrastructure, or other assets used for the action, as recorded in the beneficiary's accounts are eligible.

The HE model agreement allows for alternative options: Option 2 - to declare the full costs of purchasing equipment, infrastructure, or other assets; Option 3 – to declare both the depreciation and full cost of listed equipment, infrastructure, or other assets at grant level. The alternative options are to be used as an exception, only if justified by the nature of the action and the context of the use of the equipment or assets.

The KIC Legal Entity (LE) and the Co-location Centres (CLC) are established specifically for the purpose of facilitating the coordination and operation of a KIC. In order to achieve its objectives, the KIC LE and CLCs must have the appropriate infrastructure in place, including office space, office equipment, IT equipment, etc. Such infrastructure is established uniquely for the EIT programme and used only for the purposes of the KIC. Setting up the necessary infrastructure requires an upfront investment, and KIC LEs and CLCs have limited financial means to support it.

Based on the above justification, in order to bring the KICs closer to their objectives while limiting costs to the minimum necessary and respecting the purpose of the relevant provisions of the HE framework, the EIT applies the following:

Purchases of **equipment, infrastructure or other assets** used for the action must be declared as depreciation costs, calculated on the basis of the costs actually incurred and written off in accordance with international accounting standards and the beneficiary's usual accounting practices.

Only the portion of the costs that corresponds to the rate of actual use for the action during the action duration can be taken into account.

Costs for **renting or leasing** equipment, infrastructure or other assets are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

Moreover, for the following equipment, infrastructure or other assets purchased specifically for the action (or developed as part of the action tasks) costs may exceptionally be declared as full capitalised costs:

- a) direct costs for construction of a prototype or pilot plant, if they fulfil the cost eligibility conditions applicable to their respective cost categories and if all of the following apply:
 - building the prototype or pilot plant is (one of) the main action task(s) as described in the KIC Business Plan (Annex 1),
 - the costs are foreseen in the estimated budget (Annex 2),
 - the eligibility conditions of Articles 6.1 and 6.2 are met.

If the beneficiary records the construction costs directly under a fixed assets account in the balance sheet rather than as expenses of the year, those costs will normally be considered as compliant with Article 6.1(a)(v) provided that:

- it is in accordance with the national accounting standards and with the beneficiary's usual cost accounting practices,
- there is no double charging of costs (in particular, no charging of depreciation costs for the prototype or pilot plant to another EU or Euratom grant).

b) direct costs relevant to the set-up and development of the coordinator and Co-location Centres (CLCs), if the following conditions are met:

purchase costs are claimed by the coordinator or CLCs for the "Management area", for KIC added value activities⁹ identified in the KIC Business Plan (Annex 1),

the relevant costs are claimed up to EUR 750 000 per KIC Business Plan (Annex 1) per year.

'Capitalised costs' means:

costs incurred in the purchase or for the development of the equipment, infrastructure or other assets and

which are recorded under a fixed asset account of the beneficiary in compliance with international accounting standards and the beneficiary's usual cost accounting practices.

If such equipment, infrastructure or other assets are rented or leased, full costs for **renting or leasing** are eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

Financial support to third parties

The EU Financial Regulation foresees that the action may involve financial support to third parties. In this case, the relevant provisions of the HE MGA on financial support to third parties will be implemented, together with the EIT-specific rules laid down in Annex 5 of the HE MGA. Financial support to third parties involves funding provided by the beneficiary to one or more recipients that are not a party to the grant agreement. The scheme is also called 'cascade funding'.

In order to realise the objectives laid down in the EIT Regulation and the Strategic Innovation Agenda of the EIT, KIC beneficiaries shall be allowed to provide financial support to third parties. The rules governing the provision of financial support to third parties are laid down in the Grant Agreement Article 6.2.D.1, in line with the HE MGA template.

Financial support to third parties includes sub-grants (financial support to third parties, Article 6.2.D.1 (a)) and financial support in the form of prizes (Article 6.2.D.1 (b)).

In the case of sub-grants, the maximum amount of financial support may exceed EUR 60 000, where achieving the objectives of the action would otherwise be impossible or overly difficult. As a general rule, financial support to third parties should not exceed EUR 4,000,000 per recipient for a GA with a duration of two-years, and EUR 6,000,000 per recipient for a GA with a duration of three-years.

Use of lump sums

Use of lump sums to beneficiaries of Cross-KIC activities will be considered before the Invitation 2026-2027.

Use of lump sums for financial support of third parties for amounts exceeding EUR 60 000 must follow the guidelines of the EIT.

Granting authority right to object to transfers or licensing of results

The EIT may, up to 4 years after the end of the action, object to a transfer of ownership or to the exclusive licensing of results, as set out in the specific provision of Annex 5 of the Horizon Europe MGA.

Targets for EIT core Key Performance Indicators

KIC strategic objectives and targets for EIT core KPIs are included in Annex XIV.

Grants to be awarded to KICs under a Memorandum of Cooperation (MoC grants for 2025)

Basic act:

Regulation on the European Institute of Innovation and Technology⁵⁴ ("EIT Regulation")

Legal basis:

- Article 12 of the EIT Regulation;
- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation");
- Title VIII Grants of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198(c) of the EU Financial Regulation authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly, which is the case for the KICs, and Article 196(2) concerning the eligibility start of the action;
- Decision 29/2023 of the Governing Board of the EIT on the Memoranda of Cooperation and on mandating the EIT Director⁵⁵.

Budget line: 3110 KIC grants

Objectives pursued and expected results:

In accordance with the EIT Regulation, the EIT signed Memoranda of Cooperation (MoC) with the first wave KICs in 2024. The MoC – which will enter into force on 1 January 2025 – aims to keep the KICs as an active member of the EIT Community after the expiry of the Partnership Agreement and includes the conditions for access to EIT competitive calls for some specific activities and transnational activities with a high Union added value and high impact, which are not financially sustainable.

On this basis, the EIT invited the first wave KICs in August 2024 to submit their proposals which must be evaluated on a competitive basis.

Description of the activities to be funded:

The action will address the following main areas of activities of the KICs under MoC:

- **specific activities**, such as in the field of education and training, including entrepreneurial education, training and coaching, RIS (reducing the innovation divide in Europe), innovation

⁵⁴ Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

⁵⁵ Ares(2024)4919314

ecosystems, dissemination and outreach, synergies and complementarities with other EU Programmes and initiatives, Cross-KIC activities and shared services;

- **transnational coordination activities** of high impact and high Union added value, such as maintenance of the pan-European character of the ecosystem of the KIC, geographical balance of the overall KIC ecosystem across Europe; reduction of the regional innovation divide, enhancing cooperation among Co-location centres and RIS Hubs, addressing cross-sectoral challenges of EU policy significance at a pan-European level.

Eligible participant(s):

The invitation was addressed to the first wave KICs (subject to the signature of the MoC between the EIT and the KIC), in accordance with Article 198(c) of the EU Financial Regulation which authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly.

Award criteria:

The proposals and the estimated budgets are assessed on the basis of the following main criteria:

- excellence,
- impact,
- quality and efficiency of the implementation.

Indicative amount of award, duration:

In 2025, EIT may award up to **EUR 20 million** for the different activities to the KICs under MoC for a duration of 1 year.

Maximum possible rate of co-financing: the maximum rate of co-financing is 100%.

Eligibility date:

In accordance with Article 196(2) of the EU Financial Regulation, a grant may be awarded for an action which has already begun, provided that the applicant can demonstrate the need for starting the action prior to the signature of the grant agreement. In such cases, costs incurred prior to the date of submission of the grant application shall not be eligible.

The eligibility start date shall be 1 January 2025, as determined by the invitation.

Memoranda of Cooperation:

The following Memoranda of Cooperation will provide the basis for Grant Agreements, subject to their signature:

1. Memorandum of Cooperation with KIC Digital Legal Entity, signed on 26 August 2024;
2. Memorandum of Cooperation with KIC InnoEnergy Legal Entity, signed on 26 August 2024;
3. Memorandum of Cooperation with Climate-KIC Legal Entity, signed on 26 August 2024.

Grant agreements:

The following model grant agreement (MGA) will be used, subject to the precise definition of eligible activities and conditions to be laid down in the invitation:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf

Indicative timetable:

Activity	Indicative deadline
Invitation to submit the MoC 2025 proposals	August 2024
Submission of the proposals	September 2024
Evaluation	October - November 2024
EIT Governing Board decision on the maximum financial contribution	December 2024
Award decisions and signature of the grant agreements	January – February 2025

Financial support to third parties:

Financial support to third parties involves funding provided by the beneficiary (i.e. the KIC LE) to a recipient that is not a party to the grant agreement. Financial support to third parties includes sub-grants (financial support to third parties, Article 6.2.D.1 (a) of the GA) and financial support in the form of prizes (Article 6.2.D.1 (b) of the GA). EIT-specific rules are laid down in the updated (April 2024) Annex 5 of the HE MGA.

Financial support to third parties established in Horizon Europe eligible countries:

As a general rule, financial support should be awarded to entities established in Horizon Europe eligible countries (see Chapter 6).

Within the MoC invitation, the maximum amount of financial support to third parties should not exceed EUR 1,000,000 per recipient for the grant agreement.

Financial support to third parties established in non-Horizon Europe eligible third countries:

If the recipient of financial support is established in a third country not eligible under Horizon Europe:

- in case of recipients of financial support above EUR 60,000 per grant agreement: if the entity is not eligible for funding under a national scheme, they may receive EIT funding on an exceptional basis agreed with the EIT, if the participation of the entity established in the third country is deemed essential for the action;
- in case of recipients of financial support below EUR 60,000 per grant agreement: the KICs may award financial support to third parties, if duly justified.

Granting authority right to object to transfers or licensing of results

The EIT may, up to 4 years after the end of the action, object to a transfer of ownership or to the exclusive licensing of results, as set out in the specific provision of Annex 5 of the Horizon Europe MGA.

Call for Proposals 2025 for a new EIT Knowledge and Innovation Community in the field of Water, Marine and Maritime Sectors and Ecosystems

Basic act:

Regulation on the European Institute of Innovation and Technology⁵⁶ ("EIT Regulation (recast)")

Legal basis:

- Article 24 and 28 of Regulation (EU) 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, and repealing Regulations (EU) No 1290/2013 and (EU) No 1291/2013 ("Horizon Europe Regulation");
- Section 3.3 and Appendix 2 of Decision (EU) 2021/820 of the European Parliament and of the Council of 20 May 2021 on the Strategic Innovation Agenda of the European Institute of Innovation and Technology (EIT) 2021-2027: Boosting the Innovation Talent and Capacity of Europe and repealing Decision No 1312/2013/EU;
- Title VIII Grants of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation");
- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation").

Budget line: Not applicable, as no grant award will be made.

Priorities, objectives to be fulfilled and expected results:

To further enhance its impact and to incentivise the innovations needed to meet new societal challenges, the EIT will, as established in the EIT Regulation and EIT Strategic Innovation Agenda 2021-2027 gradually expand its portfolio of KICs. To this aim, the EIT will launch the selection process for a new KIC in the thematic area of Water, Marine and Maritime Sectors and Ecosystems.

Award criteria:

The Evaluation criteria have been adopted by Decision 33/2024 of the EIT Governing Board and are published on the EIT website: [2024-33_20241030-GBWP-33_Adoption of evaluation criteria of the call for a new KIC Water.pdf](#)

As a result of the selection process, the winning consortium will be designated to set-up the new KIC in the Water, Marine and Maritime Sectors and Ecosystems (during the start-up year in 2026). Therefore, this designation process does not result in the signature of a grant agreement.

⁵⁶ Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

Indicative timetable:

Activity	Indicative deadline
Evaluation criteria adopted and published	November 2024
Call for KIC Proposals 2025 launch	16 January 2025
Submission deadline	17 June 2025
Evaluation period	June – September 2025
Governing Board decision on the expert evaluation phase	End October 2025
EIT GB Hearings	November 2025
Governing Board decision on the designation of the new KIC	November 2025

Start-up Grant to be awarded to the sixth wave of KIC following the 2025 Call for KIC proposals

Basic act:

Regulation on the European Institute of Innovation and Technology⁵⁷ ("EIT Regulation (recast)")

Legal basis:

- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology ("EIT Financial Regulation");
- Article 91 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and the Council ("Framework Financial Regulation");
- Title VIII Grants of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) ("EU Financial Regulation"). In particular Article 198(c) of the EU Financial Regulation authorises the award of grants without a call for proposals to a body with a de jure or de facto monopoly, and Article 196(2) concerning the eligibility start of the action. The monopoly situation is justified by the fact that only the consortium designated by the EIT Governing Board in October 2025 will be in the position to be invited to implement the start-up activities and establish the partnership as a Knowledge and Innovation Community.

Budget line: 3110 KIC grants

Priorities, objectives to be fulfilled and expected results:

Following KIC Call 2025, the EIT will provide the newly designated KIC with a Start-up Grant during the set-up phase, in order to ensure the following:

- **Legal readiness:** including the set-up of KIC legal structures, conclusion of KIC Partnership agreements, endorsement of Partnership Agreement by KIC partners
- **Operational readiness:** including the recruitment and appointment of CEO, KIC core staff (COO, Thematic Directors, CLC managers), set-up of operational functions at the KIC Legal Entity level, launching the first open call(s) and the development and submission of first Business Plan, preparation of KIC policies (KIC control strategy, IP Policy, Procurement Policy, etc).
- **Fostering EIT Identity:** including the preparation of the KIC's communication policy and EIT visibility and identity
- **Other activities:** including events, possible participation in some Cross-KIC activities

In early 2026 the designated consortium will have to submit its Start-up Plan which shall describe the planned start-up activities to meet the above listed objectives.

⁵⁷ Regulation (EU) 2021/819 of the European Parliament and of the Council of 20 May 2021 on the European Institute of Innovation and Technology, OJ L 189, 28.5.2021, p. 61–90

Award criteria:

The 2026 Start-up grant to the newly designated consortium will be determined based on the assessment of the Start-up Plan and the estimated budget, including a breakdown of costs for each subcategory of activities.

The assessment will be based on the following Horizon Europe criteria: Excellence, Impact, Quality and efficiency of the implementation

Indicative grant amount: maximum EUR 5 000 000

Maximum possible rate of co-financing:

Up to 100% of start-up expenditure may be financed for the designated consortium.

Grant agreement (Start-up Grant Agreement):

The following model grant agreement (MGA) will be used, subject to the precise definition of eligible activities and conditions to be laid down in the invitation:

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-euratom_en.pdf

The action will be a Coordination and Support Action (CSA).

Indicative timetable:

Activity	Indicative deadline
Governing Board decision on the designation of the new KIC	October / November 2025
Invitation to submit the Start-up Plan	December 2025
Submission of the Start-up Plan	January 2026
Evaluation of the Start-up Plan	January / February 2026
Start-up grant award decision by EIT Director	February / March 2026
Signature of Start-up Grant Agreement	February / March 2026

Granting authority right to object to transfers or licensing of results:

The EIT may, up to 4 years after the end of the action, object to a transfer of ownership or to the exclusive licensing of results, as set out in the specific provision of Annex 5 of the Horizon Europe MGA.

Annex XII: Implementation of the EIT Awards 2025 and the European Prize for Women Innovators 2025

Basic act: The European Institute of Innovation and Technology Regulation (“EIT Regulation”)

Legal basis:

- Regulation (EU) 2021/695 of the European Parliament and of the Council of 28 April 2021 establishing Horizon Europe – the Framework Programme for Research and Innovation, laying down its rules for participation and dissemination, and repealing Regulations (EU) No 1290/2013 and (EU) No 1291/2013 (“Horizon Europe Regulation”);
- Articles 209 and 210 of Regulation (EU, Euratom) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union (recast) (“EU Financial Regulation”) concerning the award of prizes;
- Article 92 of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (“Framework Financial Regulation”);
- Article 1 of Decision 21/2019 of the Governing Board of the EIT of 25 September 2019 on the Financial Regulation of the European Institute of Innovation and Technology (“EIT Financial Regulation”);
- Memorandum of Understanding between the European Institute of Innovation and Technology (EIT) and DG Research and Innovation on the cooperation between the EIT and the EIC⁵⁸.

Budget line: 3204

Objectives:

- 1) The **EIT Awards 2025** showcases and highlights successes from the EIT Community in the following categories: EIT Venture Award, EIT Innovation Team Award, EIT Changemaker Award, and, additionally, the EIT Public (Citizen) Award.
- 2) The **European Prize for Women Innovators 2025** celebrates the women entrepreneurs behind Europe’s game-changing innovations, so that they may inspire other women and girls realise their full potential as the EU’s future scientists, innovators, and tech leaders. This prize supports a culture within research and innovation organisations and companies allowing women to become the innovators and entrepreneurs of tomorrow. The prize is awarded every year to women from across the EU and countries associated to Horizon Europe, who have transformed their ideas into disruptive innovations to benefit people and the planet.

As for the previous edition, the 2025 European Prize for Women Innovators is organised jointly by the by the European Innovation Council and SMEs Executive Agency (EISMEA) and the EIT.

The prize has three categories, two funded by the EIC (the Women Innovators and the Rising Innovators categories) and one by the EIT (the EIT Women Leadership category).

⁵⁸ [memorandum_of_understanding-eic-eit_08012021_signed.pdf\(europa.eu\)](#)

Indicative amounts:

- 1) **EIT Awards 2025:** Financial prizes of EUR 50.000 for the first places of the Venture Award, Innovation Team Award and EIT Changemaker Award. Financial prizes of EUR 30.000 EUR and EUR 20.000 respectively for the second and third places. No financial prize is foreseen to be awarded for the EIT Public (Citizen) Award.
- 2) **EIT Women Leadership category European Prize for Women Innovators Award 2025:** EUR 50,000, EUR 30,000 and EUR 20,000 for the three highest ranked proposals for the.

Indicative award criteria:

- 1) **EIT Awards 2025:** the specific criteria, the scoring and the applicable threshold will be indicated in the respective Calls for Nominations.
- 2) **EIT Leadership category European Prize for Women Innovators 2025:** The specific criteria (1. Breakthrough innovation, 2. Impact, 3. Inspiration), the scoring and the applicable thresholds will be indicated in the Rules of Contest.

Evaluation Committee (both prizes):

An EIT Evaluation Committee will be appointed in order to give an advisory opinion on the admissibility, eligibility and exclusion criteria. Each member shall sign a declaration of absence of conflict of interest and confidentiality before starting the evaluation.

Appointment and composition of the jury (both prizes):

The EIT will appoint a jury composed of three external high-level experts, in order to evaluate the applicants against the award criteria. All members shall be experienced specialists with prominence in their field and will be competent to evaluate the nominations given the scope of the award. The selection and appointment procedure shall comply with equal treatment and no conflict of interest principles. The jury members shall declare that they are not in a situation of conflict at the time of appointment and that they undertake to inform the EIT if any conflict of interests should arise in the course of the evaluation procedure.

Indicative timetable**1) EIT Awards 2025:**

Activity	Deadline
Publication of the Calls for Nominations	January/February 2025
Deadline for submitting applications to the EIT	Q2/Q3 2025 (still to be confirmed)
Evaluation	September/October 2025
Information on evaluation results / award	November 2025

2) European Prize for Women Innovators 2025:

Activity	Deadline
Publication of the Rules of Contest on Funding and Tenders Portal	June 2025
Deadline for submitting applications to the EIT	September 2025
Evaluation	October 2025 – February 2026
Information on evaluation results / award	February – May 2026

Annex XIII: Strategy for cooperation with third countries and/or international organisations

According to the amended EIT Regulation and to the Statutes in order to contribute to the competitiveness and to reinforce the international attractiveness of the European economy and its innovation capacity, the EIT and the EIT KICs should be able to attract partner organisations, researchers and students from all over the world, including by encouraging their mobility, as well as to cooperate with third-country organisations. With this purpose the EIT adopted a Strategic Framework for EIT Community Global Outreach Activities in as updated in 2022⁵⁹, which foresees the following EIT Outreach activities:

- i. position EIT's innovation model among other successful innovation initiatives at an international level, enabling European innovation to reach major markets worldwide;
- ii. showcase EIT supported innovation and activities and attract support for EIT innovators;
- iii. strengthen the EIT's innovation ecosystems by attracting partners, organisations and students from all over the world to contribute to the EU's competitiveness and reinforce its attractiveness;
- iv. contribute to enhancing Europe's leadership in addressing the world's major challenges by building bridges to and forging synergies with global innovation leaders;
- v. provide a high brand profile leading to investment in European and EU-outreach country collaborative innovation.

By implementing the EIT Community Global Outreach Strategy, the EIT and the EIT KICs should ensure that the cooperation and synergies with third countries will contribute to achieving the objectives of the Horizon Europe framework programmes for research and innovation. The EIT Community should ensure that their Outreach activities contribute to the achievement of the Sustainable Development Goals and are aligned with the 2030 Agenda and that the EU interests are preserved and EU values are promoted through their *Outreach activities*.

EIT Community outreach activities should contribute to fostering international cooperation in research and innovation, by being open to the world and maintaining the EU's presence at the highest level of international scientific endeavour, in line with the overall research and innovation strategy and priorities set within the Horizon Europe Association Agreements and the Science and Technology agreements between the EU and third countries. Through international cooperation and synergies with third countries the EIT aims to facilitate collaboration of European companies and innovators with leading players aiming to provide access to global value chains. Internationalisation opportunities provided through the KICs' network could support European companies prospering in fast-growing international markets, a success that will deliver more and better jobs for the EU citizens.

⁵⁹ https://eit.europa.eu/sites/default/files/2022-38_20221214_gbwp_strategic_framework_for_global_outreach_activities-min.pdf

Annex XIV: KICs' Strategies 2021 -2027 – objectives and KPI targets

The EIT KICs adopted the 2021 -2027 Strategic Agendas (SAs) in alignment with the provisions and priorities of Horizon Europe and the EIT SIA 2021 -2027⁶⁰. The SAs are aligned with the EIT's impact framework high level objectives to:

- (a) Increase the impact of KICs and knowledge triangle integration;
- (b) Increase the innovation capacity of the higher education sector by promoting institutional change in higher education institutions (HEIs);
- (c) Increase the regional outreach of the EIT in order to address regional disparities in innovation capacity across the EU.

The strategic documents focus on the KICs development and achievements over the next 7-year period and consistency with the strategic objectives of the European Union, in particular Horizon Europe, and KIC's contribution to achieving these goals. The SAs target alignment with good governance principles set by the EIT and the cross-KIC collaboration and synergies with other programmes, aiming at maximising the EIT Regional Innovation Scheme results.

The following main objectives and KPI targets were set by the EIT KICs for 2021-2027:

(1) EIT Climate – KIC:

Focus Areas: *Amplify Climate-KIC impact across four major systems – cities, materials, land-use, and finance – where progress on cutting emissions and building resilience is arguably slowest.*

Strategic Objectives:

Sustainable Innovation Ecosystems: The KIC will strengthen sustainable innovation and entrepreneurial ecosystems across Europe, particularly in those countries and their regions in the RIS programme and supported by the EIT Higher Education Initiative.

Next-Generation Climate Entrepreneurship: Capitalizing on a growing number of mature technology start-ups and the progression of the climate innovation challenge from one of technology *development* to one of technology *diffusion*, **we will move into a more systemic approach.**

Funding: Attract other sources of funding beyond EIT with the aim to achieve full financial sustainability by 2024. This will include diversifying streams of revenue to build resilience but also focusing on attracting funders who share our ambition and who can help us maintain at least €100m per year for climate innovation, education, and entrepreneurship activities.

Governance, capability, and inclusion: Enhance the governance, legal entities, and capabilities at the core of our innovation community to act as an orchestrator and catalyst. We also commit to openness and transparency, including publishing full open calls, having an open-access community, being pan-European and nurturing inclusion from diverse innovation actors.

⁶⁰ Dependent on adoption of Horizon Europe and EIT Legislative package

Knowledge sharing and diffusion: Share knowledge and experience with other organisations looking to test and learn from systemic innovation models and gathering more insights into its relative impact potential, including through conducting an external evaluation of EIT Climate-KIC's work.

Synergies and alignment: Climate-KIC will continue to contribute to the Union's climate objectives as laid down in law and seek to bolster Europe's INDC and National Energy and Climate Plans (NECPs) through innovation, seeking cooperation and synergy with other EU instruments and partnership, including with the European Innovation Council, the European Investment Bank and naturally with the other EIT KICs.

By 2027 EIT Climate-KIC will have:

- a) Helped Europe avoid over **500 million tons** (CO₂eq) of emissions;
- b) Strengthened the resilience of **10 million people** to the impacts of climate change;
- c) Generate **50,000 green jobs**;
- d) Leveraged over **€100bn** to support the scale-up of innovations to tackle climate change;
- e) Become the strategic partner of choice for over **100 cities, regions, countries and large-scale businesses across Europe**, orchestrating change through innovation to achieve net-zero emissions and climate resilience aligned to the 2015 Paris Climate Change Agreement;
- f) Enhanced the innovation and entrepreneurial skills of over **200,000 people across Europe**, equipping them to be leaders of change.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Intellectual Property Rights	14	15	0	0	0	0	0	29
EITHE02.1	#Marketed Innovations	35	27	0	0	0	0	0	62
EITHE03.1	#Supported Start-ups/Scale-ups	163	291	50	20	0	0	0	524
EITHE04.1	#Start-ups created of/for innovation	1	3	0	0	0	0	0	4
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	1	4	0	0	0	0	0	5
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	22	36	10	15	20	20	20	147
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	200	240	10	0	0	0	0	450
EITHE08.1	#Participants in (non-degree) education and training	2,959	1,500	0	0	0	0	0	4,459
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	3	16	0	0	0	0	0	19
EITHE10.1	# Active KIC Partners	180	170	160	160	150	150	150	Average 160 partners
EITHE11.1	FS revenues (in €M)	6.2	8.5	11.6	15.8	18.5	23.2	27	110.7
EITHE12.1	% Co-funding rate	60%	77%	105%	163%	229%	252%	272%	145% average

(2) EIT Digital:

Focus Areas: *EIT Digital will strategically concentrate its ‘deep tech’ investments in selected focus areas: Digital Tech, Digital Cities, Digital Industry, Digital Wellbeing, Digital Finance.*

Strategic Objectives:

1. **Building world-class European industry players in digital:** strongly increase deep tech innovation investments so as to take mature research results out of the labs and into the market, especially by means of entrepreneurship.
2. **Increased EU Member States digital competitiveness:** further address fragmentation to support digital enterprises and entrepreneurs, with special focus on countries with a DESI of below 50.
3. **Increased societal and economic impact from European Digital R&D investments in areas strategic for Europe:** raise R&D investments in digital technologies, with an emphasis on software, Digital Wellbeing, Digital Finance, and Digital Cities.
4. **A European higher education system delivering entrepreneurial digital skills:** Adapt the European education system to the digital reality to equip people with the right digital skills and to deploy digital technology and support education, and therefore increase digital talent development in Europe with a stronger focus on societal needs and societal entrepreneurship, while also increasing gender equality in digital education in Europe.
5. **Bring European values to the digital world:** Europe needs to focus on scaling up disruptive digital ventures that have the ambition to conquer the world.

By 2027 EIT Digital will have:

Created yearly **40** new equity positions from the venture creating activities in the Innovation Factory and **25** new equity positions the RIS Venture Programme’s teams, totalling more than 600 equity positions for EIT Digital by the end of 2027.

Increased EU Member States digital competitiveness by +130% increase in participation (100% MS participation);

Increased the KIC’s Master School intake with over **2.000** eligible applicants for each Master School cohort and will have recruited more than **500** new students every year, while, at the same time, reducing the cost per student by making a more efficient use of the scholarships and by optimizing tuition fee waivers; keeping the quality standards and services provided to the students.

Enrolled **1.5 million** online learners; ensured **50% women participation** in the Digital programmes, reached an average DESI for Human Capital development in Europe >75

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	# Designed/Tested Innovators	63	65	67	70	70	70	70	475
EITHE02.1	#Marketed Innovations	63	65	67	70	70	70	70	475
EITHE03.1	#Supported Start-ups/Scale-ups	97	100	110	120	120	120	120	787
EITHE04.1	#Start-ups created of/for innovation	38	40	50	60	60	60	60	368

Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	15	20	25	30	30	30	30	180
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	45	55	60	70	70	70	70	440
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	350	400	450	500	500	500	500	3,200
EITHE08.1	#Participants in (non-degree) education and training	450	600	800	1,000	1,000	1,000	1,000	5,850
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	20	20	20	20	20	20	20	140
EITHE10.1	# Active KIC Partners	330	360	400	450	505	570	650	650
EITHE11.1	FS revenues (in €M)	8	10.25	13.25	16	19.5	22.5	24.6	114.1
EITHE12.1	% Co-funding rate	40%	50%	50%	50%	50%	50%	50%	
EITHE13.1	#KIC success stories	17	19	20	25	25	25	25	156

(3) EIT InnoEnergy:

Thematic Fields: *Smart Electric Grids, Energy Storage, Smart and Efficient Buildings and Cities, Energy for Circular Economy, Renewable Energies, Energy Efficiency and Energy for Transport and Mobility*

Strategic Objectives (aligned with the 2030 EU climate objectives):

- Develop innovative products and services that will **decrease the cost of energy**, increase the **operability of the energy system** or **decrease the emission of GHG** & have them implemented by market players;
- Produce the “**game changers**” in sustainable energy;
- **Create** high growth high potential **start-ups** and support the growth of high potential SEs;
- **Secure** the operational and **financial sustainability** of the company in the long term.
- Demonstrate that the knowledge triangle integration brings better efficiencies to innovation ecosystems.
- Develop and **implement synergies** and complementarities with other EU instruments.

The goal of EIT InnoEnergy by 2027 is to:

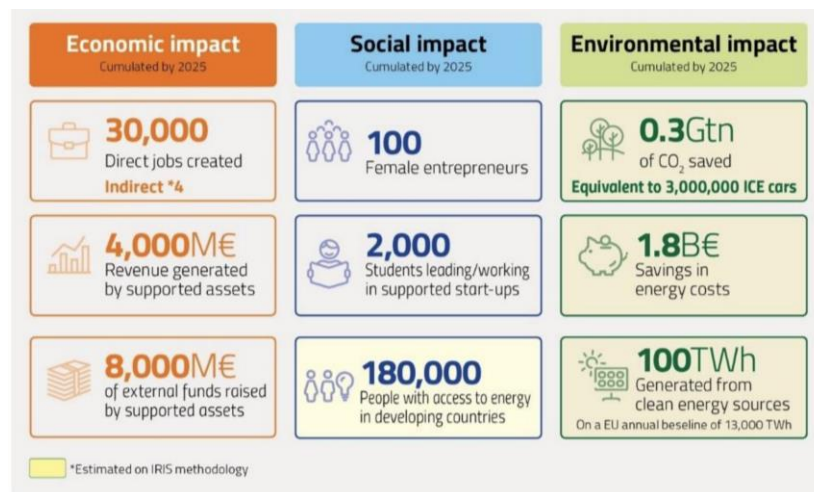
Become the preferred “go to” trusted ecosystem for impact minded innovators in the EU and the US;
 Become financially independent and reach a **financial model, all product lines blended** [those money making (e.g. Highway, Innovation Projects, ...) and those breaking even (e.g. Master School since all the surpluses will go to the Universities)] of **1€ cost incurred, 2€ value created AND monetized**. The target **investment** capacity managed by 2027 is **an annual run rate of 300M€** coming from 100M€ from the net proceeds of our previous investments, 100M€ from managing **revolving** third-party facilities (impact Fund, green bonds, convertibles, ...) and 100M€ (grants and/or financial instruments) coming from the EU since we will remain a key enabler of the Energy transition and Green Deal;

Expand **geographically the KIC’s ecosystem** to the US, and support over 100 ventures landings;

Secure long-term strategic sustainability by enabling 3 strategic value chains, including a replication of EBA (European Battery Alliance) in **2 other strategic industrial value chains** (i.e. Green H2, PV reborn in EU, Hyperloop, Building refurbishment.)

Implementation of EBA Academy activities, in accordance with the separate grant agreement to be concluded in 2022.

Forecast of the accumulated KIC impact by 2027 is represented in the diagram below:



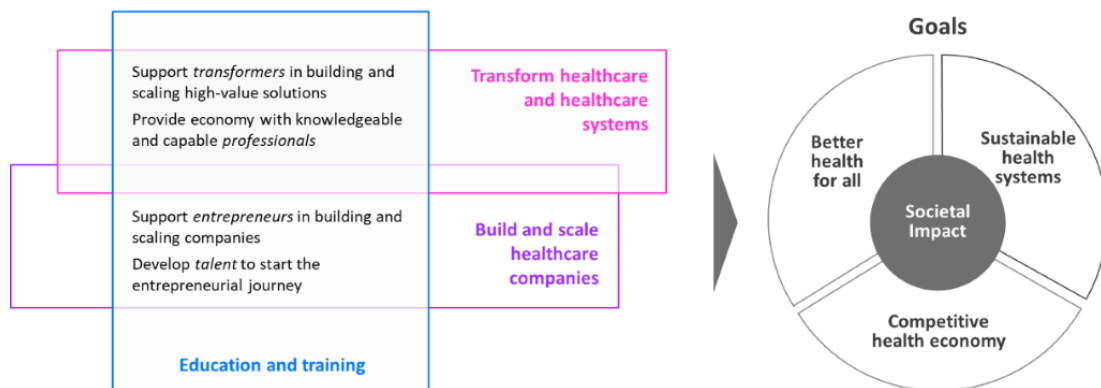
Code	KPI Target	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	32	32	40	40	40	40	40	264
EITHE02.1	#Marketed Innovations	55	60	60	60	60	60	60	415
EITHE03.1	#Supported Start-ups/Scale-ups	77	77	90	90	90	90	90	604
EITHE04.1	#Start-ups created of/for innovation	3	3	3	3	3	3	3	21
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	7	6	6	6	6	6	6	43
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	400	600	800	1,000	1,000	1,000	1,000	5,800
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	182	250	275	300	325	350	350	2 032
EITHE08.1	#Participants in (non-degree) education and training who joined Start-ups	51,410	50,000	50,000	50,000	50,000	50,000	50,000	351,410
EITHE09.1	#EIT labelled MSc/PhD students & graduates who joined start-ups	40	40	40	40	40	40	40	280
EITHE10.1	# Active KIC Partners	400	400	450	450	450	450	450	average 435
EITHE11.1	FS revenues (in €M)	30	46.2	61.2	92.2	120.2	151.2	182.2	683.2
EITHE12.1	% Co-funding rate	50	40	30	20	10	10	10	
EITHE13.1	#KIC success stories	20	20	20	20	20	20	20	140

(4) EIT Health:

Focus Areas: *towards health continuum care pathways, bringing care home, creating the enabling environment for healthcare transformation, from the workplace to the health place, harnessing the power of real-world data, fostering healthy lives by introducing behavioural change.*

Strategic objectives:

- Promoting better health for all;
- Strengthening healthcare systems in Europe;
- Contributing to a sustainable health economy in Europe.



By 2027, the KIC will have:

Established an “**EIT Health Impact Facility**” that absorbs return from investments in start-ups or other revenues from projects. It will be leveraged by grants and potentially by further contributions from partners, connected to projects that it will finance from 2028 onwards. By 2027 **funds accumulated** should amount to ~ **€31.1 million**.

Established synergies with other EC bodies and programmes: ERA Health, Health and care systems transformation, Personalised Medicine, Rare Diseases, One Health/AMR, High Performance Computing, Key Digital Technologies, Smart Networks and Services, AI, data and robotics, IHI; HE Missions; Connecting Europe Facility (CEF); Structural Funds (ERDF/Cohesion); InvestEU; Venture Centre of Excellence (VCoE) instrument; Erasmus Plus: EIT health strongly supports knowledge;

Created **3023 new jobs** and **30730 professional/graduates** completed Health related training/education programmes.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	18	23	19	18	19	16	16	129
EITHE02.1	#Marketed Innovations	17	13	20	11	11	9	6	87
EITHE03.1	#Supported Start-ups/Scale-ups	103	154	154	139	126	109	109	894
EITHE04.1	#Start-ups created of/for innovation	3	3	3	3	3	3	3	21

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	4	4	8	10	12	14	16	68
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	151	166	199	211	191	206	186	1,307
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	60	90	50	160	190	220	240	1,010
EITHE08.1	#Participants in (non-degree) education and training who joined Start-ups	2,890	3,240	3,640	4,240	4,840	5,540	6,340	30,730
EITHE09.1	#EIT labelled MSc/PhD students & graduates who joined start-ups	6	8	12	14	18	20	24	102
EITHE10.1	# Active KIC Partners	555	565	575	585	595	605	615	
EITHE11.1	FS revenues (in €M)	11.9	13.1	16.3	18.6	22.6	33.4	30.4	146.3
EITHE12.1	% Co-funding rate	27.6	27.6	36.7	38.3	38.5	40.8	58.1	
EITHE13.1	#KIC success stories	20	20	20	20	20	20	20	140

(5) EIT RawMaterials:

Focus Areas: *exploration and raw materials resource assessment; mining in challenging environment; increased resource efficiency in mineral and metallurgical processes; recycling and material chain optimization for end-of-life products; substitution of critical and toxic materials in products and for optimized performance; design of products and services for the circular economy.*

Strategic Objectives:

- **(1) Securing raw materials supply:** EIT RawMaterials focuses on securing raw materials supply from within Europe by strengthening and shortening raw materials supply chains in Europe from mines and secondary sources and enabling sustainable new extraction and processing of raw materials.
- **(2) Designing materials solutions:** by accelerating and upscaling the design and production of advanced and engineered materials, the KIC will counter the trend of advanced materials development moving from Europe to other regions.
- **(3) Closing materials loops:** the KIC contributes to the design for a circular economy by developing new designs and methodologies for material flow analysis and life-cycle assessment, as well as improving resource efficiency.

By 2027, EIT RawMaterials will have:

1. Attracted **investments** in primary resources and advanced materials development worth **1.3 billion euro**;

2. Improved industrial competitiveness of the raw materials sector and advanced material sector in Europe, by **increasing savings and sales resulting** from improved material and energy units, estimated at **100 million euro**;
3. **Improve gender balance in RM sector education programs– to 50%**;
4. **Reached 50%** of new processing plants of the raw materials in sector, **with Zero Liquid Discharge** implemented.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Intellectual Property Rights	2	4	15	15	15	15	15	81
EITHE02.1	#Marketed Innovations	71	44	29	30	30	30	30	264
EITHE03.1	#Supported Start-ups/Scale-ups	75	50	50	50	50	50	50	375
EITHE04.1	#Start-ups created of/for innovation	6	2	2	10	10	10	10	50
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	4	4	6	7	9	11	12	53
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	10	10	40	40	40	40	40	240
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	184	140	144	162	180	180	180	1,170
EITHE08.1	#Participants in (non-degree) education and training who joined Start-ups	5,835	4,327	3,903	3,370	3,370	3,370	3,370	27,545
EITHE10.1	# Active KIC Partners	300	300	300	300	300	300	300	Average 300 partners
EITHE11.1	FS revenues (in €M)	9.3	9.5	11.65	13.55	15.95	21.85	28.75	110.55

(6) EIT Food:

Focus Areas: Alternative Proteins, Sustainable Agriculture, Targeted Nutrition, Sustainable Aquaculture, Digital Traceability and Circular Food Systems

Strategic Objectives:

Overcome low consumer trust: by engaging citizens to promote an appreciation of food ‘value’ and sustainable ‘cost’.

Create consumer-valued food for healthier nutrition: enable individuals to make informed and affordable personalised nutrition choices

Build a consumer-centric connected food system: engage consumers in an integrated food system, making personalised nutrition and more sustainable food choices a reality.

Enhance sustainability through resource stewardship: to transform the traditional linear ‘produce-use-dispose’ model into a circular bioeconomy.

Educate to engage, innovate and advance: 'food system' skills for students, entrepreneurs and (SME) professionals addressing specific skill gaps through advanced training programmes.

Catalyse food entrepreneurship and innovation: the creation of start-ups and support of SMEs to unleash their innovation potential

By 2027, EIT Food envisages:

1. That **212,000 people** will actively engage with us to develop healthier, sustainable behaviour;
2. To support the **design** and testing of almost **one thousand innovations**;
3. To support over **1300 graduates** from EIT labelled MSc/ PhD programmes, and engage over **345,000 online learners**;
4. To support **180 entrepreneurs** into the food system and help scale up over **800 companies** to secure over **350 million euro** investment funding.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	86	90	100	110	120	120	120	746
EITHE02.1	#Marketed Innovations	12	51	65	70	75	75	75	423
EITHE03.1	#Supported Start-ups/Scale-ups	208	120	120	120	120	120	120	840
EITHE04.1	#Start-ups created of/for innovation	6	13	18	20	20	20	20	119
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	8	15	18	20	20	20	101
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	50.25	50	50	54	62	62	60	388
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	27	100	165	180	220	120	320	1,132
EITHE08.1	#Participants in (non-degree) education and training	3,244	5,000	6,900	8,200	9,600	10,000	10,000	52,944
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	5	14	20	20	25	35	40	159
EITHE10.1	# Active KIC Partners	225	240	255	270	285	285	285	1,845
EITHE11.1	FS revenues (in €M)	5.35	6.75	8.625	10.475	10.85	11.5	12.5	66.05
EITHE12.1	% Co-funding rate	78.7%	77.6%	76.4%	72.4%	70.2%	69.5%	68.4%	72.90%
EITHE13.1	# KIC success stories	20	20	20	20	20	20	20	140

(7) EIT Urban Mobility

Areas of focus: Active Mobility, Intermodality, Mobility Infrastructure, Mobility for all, Sustainable City Logistics, Creating Public Realm, Future Mobility, Mobility and Energy, and Pollution

Strategic Objectives:

Create liveable urban spaces: Encouraging the development of more efficient and integrated transport systems across various modes.

Close the knowledge gap: The mobility sector is in transformation driven by the demand for safer, cleaner, and more efficient solutions in combination with new enabling technologies and a changed vision regarding the role of the car.

Deploy user-centric, integrated mobility solutions: Ensure the fundamental right of mobility for all and boosting the use of alternative modes of transport, and at the same time addressing air quality and public health concerns.

Accelerate market opportunities: Build an enabling environment in Europe to become the world leader in innovative urban mobility solutions.

Promote effective policies and behavioural change: Act as the change agent for urban mobility policies and behaviour's change by effectively engaging with the citizens in co-creation activities.

By 2027, the KIC envisages to:

1. Become the leading and by far the largest provider of urban mobility specific and targeted education and training in Europe. It will have enhanced entrepreneurial and innovation capacity of education for the transport sector: By 2027 EIT Urban Mobility has educated over 42,500 **people in innovation and entrepreneurship, technology implementation**, system transformation and change;
2. Make Europe the leader in sustainable urban mobility transformation and support the **creation of 500,000 new "green" jobs** linked to cycling, public transport and shared Mobility in Europe by 2027;
3. Co-create with citizens and citizen associations in **40 European cities to foster user-centric design** and fast uptake of sustainable urban mobility solutions;
4. Support the increase in the average number of public transport stations per square km (underground/metro stations, bus stops, trams) in 90% of City Club cities from levels of 2021;
5. **Decrease in 100%** of City Club cities the greenhouse **gas emissions derived from the transport sector**;
6. Support the **decrease of the car ownership per capita** (registered private cars per capita) in **80%** of City Club cities from levels of 2024.

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	17	30	30	30	35	35	35	212
EITHE02.1	#Marketed Innovations	15	17	20	22	27	30	33	164
EITHE03.1	#Supported Start-ups/Scale-ups	118	100	100	100	100	110	120	748
EITHE04.1	#Start-ups created of/for innovation	19	10	10	10	10	10	10	79
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	2	4	7	11	14	18	23	79
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	3	5	8	9	10	11	12	58

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes	0	50	130	300	450	500	550	1 980
EITHE08.1	#Participants in (non-degree) education and training	2,700	2,700	4,100	6,000	7,500	9,000	10,500	42,500
EITHE09.1	#EIT labelled MSc/PhD students and graduates who joined Start-ups	0	2	10	20	30	35	40	137
EITHE10.1	#Active KIC Partners	182	202	223	233	233	243	253	1,350
EITHE11.1	FS Revenues (in €M)	5	6.6	8.4	8.4	9.9	11.2	12.7	62.4
EITHE12.1	% Co-funding rate	tbd	tbd	tbd	tbd	tbd	tbd	tbd	tbd
EITHE13.1	#KIC success stories	20	20	20	20	20	20	20	20

(8) EIT Manufacturing

Focus Areas: AI/Data, Industrial Metaverse, Circular Economy, Net Zero Industry, Renewable Energy

Strategic Objectives:

- **Competitive Manufacturing Skills and Social Sustainability:** Increase skill agility and reduce skill gaps, empower women in Manufacturing, and make working in manufacturing attractive.
- **Powerful Manufacturing Innovation Ecosystem:** Establish open innovation ecosystems, foster business creation, start-ups and SMEs.
- **Globally Competitive and Resilient Manufacturing:** Increase competitiveness through high innovative capacity, increasing system agility, flexibility and resilience.
- **Environmentally Sustainable Manufacturing:** Enable manufacturing for a circular economy and decarbonize manufacturing.
- **Manufacturing fit for the Digital Age:** Exploit the potential of digital tools, industrial data, and digital (business) platforms.

By 2027, EIT Manufacturing aim to:

1. Increase the number of **upskilled employees** working in the manufacturing sector to **36% by 2027** and reduce the related number and type of skill gaps and shortages;
2. **Empower Women in Manufacturing**, by contributing to an increase in the share of female (25-64) scientists and engineers in manufacturing to **at least 30%**;
3. Trigger an increase to **40% of small manufacturing enterprises** in sector employment;
4. Enable Manufacturing for a **Circular Economy**, by achieving an increased circular material use rate in **manufacturing sector of 15%**;
5. **Decarbonise manufacturing**, by **reducing** with at least 25% the green-house gas emissions (compared to 2005).

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE01.1	#Designed/Tested Innovations	21	22	28	30	30	30	30	191
EITHE02.1	#Marketed Innovations	11	20	22	23	25	26	27	154
EITHE03.1	#Supported Start-ups/Scale-ups	90	130	171	208	229	252	277	1,357
EITHE04.1	#Start-ups created of/for innovation (thereof by female leaders)	2 (0%)	7 (25%)	8 (30%)	10 (30%)	11 (35%)	12 (35%)	12 (40%)	62 (N.A.)
EITHE05.1	#Start-ups created of EIT labelled MSc/PhD programmes	0	0	0	4	9	15	18	46
EITHE06.1	Investment attracted by KIC supported Start-ups/Scale-ups (in €M)	4	9	22	38	41	45	47	206
EITHE07.1	#Graduates from EIT labelled MSc/PhD programmes (thereof women)	0	0	116 (35%)	251 (36%)	388 (38%)	590 (39%)	758 (39%)	2,103

Code	KPIs	2021	2022	2023	2024	2025	2026	2027	Total
EITHE08.1	#Participants in (non-degree) education and training	642	1,496	2,566	3,902	5,561	7,611	10,136	31,914
EITHE09.1	# EIT labelled MSc/PhD students and graduates who joined Start-ups	0	0	16	34	53	83	108	294
EITHE10.1	# Active KIC Partners	132	200	280	300	310	315	320	1,857
EITHE11.1	FS revenues (in €M)	6.594	8.975	12.523	14.262	19.603	21.762	23.733	107,452
EITHE12.1	% Co-funding rate	19%	18%	19%	20%	21%	21%	21%	N.A.
EITHE13.1	# KIC success stories	15	20	25	30	30	30	30	180

(9) EIT Culture & Creativity

Focus areas: Fashion, Architecture, Cultural Heritage, Audio-Visual Media, Gaming

Strategic Objectives:

- **Future-proofing students and professionals** with entrepreneurial and cross-disciplinary skills for the green and digital transition.
- **Deploying and scaling innovations** on green and digital technologies and new business models unlocking positive societal and economic impact.
- **Accelerating and scaling market opportunities** in the cultural and creative sectors and industries to compete globally.

By 2027, EIT Culture & Creativity aims to:

1. Support **36 organisations** with revenue growth trading or employing innovations;
2. Reduce the **volume of CO2 emissions** in the cultural and creative sectors and industries by **0.6%**;
3. Create **2,000 new jobs** in start-ups and scale-ups and **sustain 2,000 jobs** through innovations;
4. Raise **funds of €15.92 million** for the growth of the cultural and creative sectors.

Code	KPIs	2024	2025	2026	2027	Total
EITHE01.1	#Intellectual property rights	0	0	50	65	115
EITHE02.1	#Marketed Innovations	0	17	60	78	155
EITHE03.1	#Supported Start-ups/Scale-ups	30	60	114	236	440
EITHE04.1	#Start-ups established as a result / based on the output(s) of KAVA	0	8	38	113	159
EITHE05.1	#Start-ups created by students and graduates from EIT-labelled programmes	0	1	8	23	32
EITHE06.1	Investment attracted by KIC supported Startups/Scale-ups (in €M)	0.75	0.75	2.06	13.44	16.25
EITHE07.1	#Graduates from EIT-labelled programmes	0	114	1,215	2,031	3,390
EITHE08.1	#Participants in (non-degree) education and training	150	1,000	6,125	11,475	18,750
EITHE09.1	#Students enrolled in EIT-labelled programmes	0	219	2,081	3,332	5,632
EITHE10.1	#Active KIC Partners collaborating in the KIC	49	87	218	272	626
EITHE11.1	FS revenues (in €M)	1.8	5.3	10.7	14.5	32.3
EITHE12.1	% KICs SIA funding rate	91%	76%	77%	76%	80%
EITHE13.1	Financial asset valuation (accumulated)	0	2.22	4.59	7.38	14.19

Annex XV: Procurement Plan 2025

Procurement is used to implement both administrative appropriations (Title 2 and part of Title 1) and operational appropriations (from Title 3).

The overall budgetary allocation reserved for procurements (including budgetary commitments other ongoing contracts) in 2025 amounts to **EUR 4 702 000**.

Administrative appropriations

The **administrative appropriations** concern the implementation of EIT operations under its administrative autonomy. According to Article 71(1) of EU Framework Financial Regulation, administrative appropriations may be implemented without prior financing decisions.

The planned procurement procedures will cover the following main areas/subjects within the administrative budget in 2025 for an indicative amount of **EUR 1 300 000**.

Areas / subjects	Indicative type of contract(s) ⁶¹	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
Professional travels	OF	2	Q1-Q4
Medical services (annual check-up, pre-recruitment medical checks)	OF	1	Q1-Q4
Trainings for EIT staff	SER/OF	10	Q1-Q4
Schooling/kindergarten	SLA	8	Q1-Q4
Interim staff	OF	24	Q1-Q4
Organization of social events	SER	2	Q2-Q3
Studies and surveys	OF	1	Q4
Organisation of meetings, events (catering, travel, and technical services), e.g. EIT Governing Board and Executive Committee meetings, other meetings	SC/OF/NEW FWC	20	Q1-Q4
Provision of IT services (1st and 2nd level support; software development)	SC/NEW FWC	3	Q1-Q4
Acquisition and renting of IT equipment and software	SC/OF/SUP	10	Q1-Q4
Acquisition of mobiles and landline	SC	3	Q1-Q2
Reception, logistics and building management	OF/SER/SUP/NEW FWC	14	Q1-Q4
External legal advice	NEW FWC/SC	3	Q1-Q4
Security related expenses	SER	3	Q1 -Q4

⁶¹ SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

Operational appropriations

The **operational appropriations** cover the implementation of actions contributing to the achievement of the objectives of the EIT referred to under the EIT 2025 Annual Work Programme.

According to Article 72(2) of EU Framework Financial Regulation, the Annual Work Programme of the EIT shall be equivalent to a financing decision for the activities it covers.

The indicative amount of procurement procedures linked to operational activities amounts to:
EUR 3 402 000.

The table, as set out below, provides the subject of the key planned procurement procedures, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract ⁶²	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Operational activities KICs impact					
1.1. Effective monitoring and evaluation strategy					
EIT data KPI validation tool	3,111	467,000	SC	2	Q1-Q4
Quality Assurance of EIT Label	3,112	200,000	SC	2	Q2-Q3
Workshops	3,111		SC	3	Q1-Q4
1.3.1. Communication					
1.3.1.1. Stronger branding strategy and communication					
Brand management, communication, stakeholders	3,202	2,435,000	SC	10 SCs	Q1-Q4
1.5. Monitoring and evaluation					
1.5.1.1. Monitoring and evaluation					
Impact study of the KICs	3,206	300,000	SC	1SC	Q1-Q4

⁶² SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement

Annex XVI: External Experts

EIT concludes expert contracts with external experts to implement operational appropriations (from Title 3).

The overall budgetary allocation reserved for external expert contracts and award in 2025 amounts to **EUR 572 150**.

The table, as set out below, provides the subject of the planned key external expert contracts, estimation of the amount, the number and type of contracts envisaged, as well as the procedural timeframe:

Subject matter of the contract envisaged (Legal basis: EIT Regulation, H2020 Regulation)	Budget line	Estimated amount (EUR)	Indicative type of contract ⁶³	Indicative number of contract(s)	Indicative timeframe for launching the procurement procedures
1. Increasing the impact of KICs and knowledge triangle integration					
1.1. Support to existing KICs					
1.1.1. Financial support, strategic supervision and guidance					
External experts	3,111	293,000	EXP	66	Q1-Q4
1.1.2. EIT Label					
External experts	3,112	0,00	EXP	6	Q1-Q4
1.1.3. Regional impact					
External experts	3,115	0,00	EXP	2	Q1-Q4
1.1.4. IHEI					
External experts	3,300	0,00	EXP	1	Q1-Q4
1.1.5. Impact monitoring and evaluation					
Monitoring and evaluation activities	3,206	279,150	EXP	4	Q1-Q4

⁶³ SER: Direct service contract, SUP: Direct supply contract; New FWC (new framework contract), SC: Specific contract based on a framework contract; OF: Order form based on a framework contract; SLA: Service Level Agreement